



## EUROPEAN NEWS

## Wartburg car chief in clash with Treuhand

By Leslie Coffin in Berlin

A PUBLIC clash between the head of the east German Wartburg car company and the president of the Treuhand privatisation agency yesterday highlighted the growing desperation felt by many of east Germany's dying industries.

The argument, which spilled the optimism of a signing ceremony in Berlin for the Opel group's DM1bn (\$230m) new car plant in Eisenach, east Germany, was over the emotive issue of whether to continue subsidising production at the ailing Wartburg producer, also located at Eisenach.

Mr Wolfgram Liedtke, the young head of the loss-making car factory, accused the German government and the Treuhand, which owns most of east German industry, of failing to reach a "binding decision" on whether to continue financial aid to Wartburg next year. He warned that without help the car factory, which employs 7,000 workers, would have to shut down on January 1. Wartburg's bleak future was one shared by many other loss-making east German companies, he said.

Few German officials are more aware of this than Mr Detlev Rohwedder, the Treuhand president, who previously rescued the Hoesch steel company. He retorted, however, that Mr Liedtke had presented a "list with Christmas wishes". Treuhand was not "St Nicholas

with a big sack of presents", he said.

In front of the media, which had expected a set-piece signing ceremony, the Wartburg chief replied that he had presented Treuhand with a plan to reorganise Wartburg and not a Christmas wish.

Earlier, Mr Hans-Peter Wild, a member of the Treuhand board of directors, told Mr Liedtke flatly that Wartburg's "bill is not feasible".

The Wartburg manager disclosed that the car company, which has produced 50,000 units this year, was negotiating with Lithuania, which had offered to buy the production facilities with Estonia and Latvia and to continue producing Wartburgs in the Baltic states.

Lithuania had also contracted to buy 3,000 Wartburgs for hard currency next year and wanted 12,000 more. The rest of the 27,000 units planned for next year would be taken by Poland and Yugoslavia.

Both Mr Helmut Haussmann, the German economics minister, and Mr Louis Hughes, chairman of Opel, the General Motors' German subsidiary, appeared slightly bemused by the public exchange.

Underlining that not all the news for east German industry is gloomy, the new Opel factory will provide desperately-needed jobs for 2,500 workers. Car plant details, page 34

## The shifting ground under Italian politics

'Gladio' revelations and the passing of the Cold War threaten an end to a regime, writes John Wyles

**T**HERE has been a somewhat decadent odour of *fin de régime* about Italian politics this year, although which particular regime may be in terminal decline has not been clear.

The five parties in the coalition dominated by the Christian Democrats (DC) and Socialists (PSDI) – which has governed without interruption since 1981 – have frequently seemed so riven by dispute that the regime of the so-called *pentapartito* often seemed to be the one.

Even more remarkably, the 45-year DC regime of continuous presence in power has been losing its grip because of divisions within the party and weak leadership.

Most recently, the entire constitutional order of Italy's First Republic has appeared ill-adapted to the needs of modern Italy.

Now an issue has combined with an historic turning point to pose a simultaneous threat to all three regimes. The issue is Operation Gladio – "the stay behind" guerrilla force created on the prompting of the North Atlantic

Treaty Organisation in the late 1950s.

The welter of "revelations" about Italian politics this year, although which particular regime may be in terminal decline has not been clear.

The five parties in the coalition dominated by the Christian Democrats (DC) and Socialists (PSDI) – which has governed without interruption since 1981 – have frequently seemed so riven by dispute that the regime of the so-called *pentapartito* often seemed to be the one.

Even more remarkably, the 45-year DC regime of continuous presence in power has been losing its grip because of divisions within the party and weak leadership.

Most recently, the entire constitutional order of Italy's First Republic has appeared ill-adapted to the needs of modern Italy.

Now an issue has combined with an historic turning point to pose a simultaneous threat to all three regimes. The issue is Operation Gladio – "the stay behind" guerrilla force created on the prompting of the North Atlantic

defence minister from 1966-68 and he walked into a wall of controversy in October with imprudently boastful justifications for Gladio and for his connection with it during that period.

He has since created all kinds of difficulties for the prime minister, Mr Giulio Andreotti, and his coalition by securing from the cabinet public affirmations of the legitimacy of Gladio after ministers had already agreed to ask a committee of constitutional sages to pronounce on the subject.

Few Italians need convincing there is and has been a great deal of rotteness at the heart of the DC state, but the party's permanence as a foundation of government has always been guaranteed by its status as the only real bulwark against the PCI.

The historic turning point represented by the collapse of communism in eastern Europe, and even more by the ending of the Cold War, removed this *raison d'être*.

It has also hastened the PCI's search for a new identity. Next month the party abandons its Marxist past, giving birth to the Party of the Democratic Left (PDS) as a possible focus for a left-of-centre coalition alternative to the DC regime.

Although the PCI is bitterly and embarrassingly divided over the sort of new party which it wants to be, Gladio has succeeded in uniting it in self-righteous rage.

The party is convinced that the underground organisation was part of a wider conspiracy at the heart of the DC state to ensure that an alternative government based on the PCI would be forever excluded from power.

President Cossiga's reactions have been much more those of a DC politician than of a head of state above the party battle.

His descent into the party political arena is turning a spotlight firmly on Italian institutional arrangements and practices at a time when the politicians are under some external pressure to consider reform.

This takes the form of a popular referendum which next year could force changes in Italy's over-perfect system of proportional representation.

Italian politicians deeply wish to avoid referenda and to do so in this case the parties would have to bridge their own deep differences over institutional reform and produce legislation, which is unlikely, or hold a general election in 1991 instead of 1992 when the current legislature expires.

This looks much the most likely outcome according to a scenario which has Mr Bettino Craxi's Socialists triggering a political crisis in the coming weeks.

All parties are now nervously aware that the ground is shifting under Italian politics and that alternative coalitions to those dominated by the DC are now conceivable.

Although the DC's political influence should never be underestimated, when its power is in jeopardy, the party's unity has never looked more fragile.

It is becoming exhausted by power excesses corrupt and unable to curb the excesses of the system of party rule which it invented. It may not, in fact, survive to celebrate its 50th anniversary in power in 1995.

## Bundesbank stresses inflation goal, aims for strong D-Mark

By Andrew Fisher in Frankfurt

THE Bundesbank, Germany's central bank, yesterday stressed its goal of holding inflation down and keeping a strong D-Mark as an anchor in the European Monetary System, when it announced its first money supply target for a united Germany.

Monetary policy would remain tight, Mr Karl Otto Pöhl, Bundesbank president, said.

He warned that rising public-sector debt, as a result of the cost of unity and higher wage claims, contained inflationary risks at a time of fast growth in west Germany, now acting as an economic locomotive for the rest of Europe.

Mr Pöhl said the target range of 4-6 per cent for the broad M3 monetary aggregate for 1991 allowed for a 2.5 per cent rise in productive potential and a 3 per cent price increase, with an extra 0.5 per cent to accommodate more money in circulation.

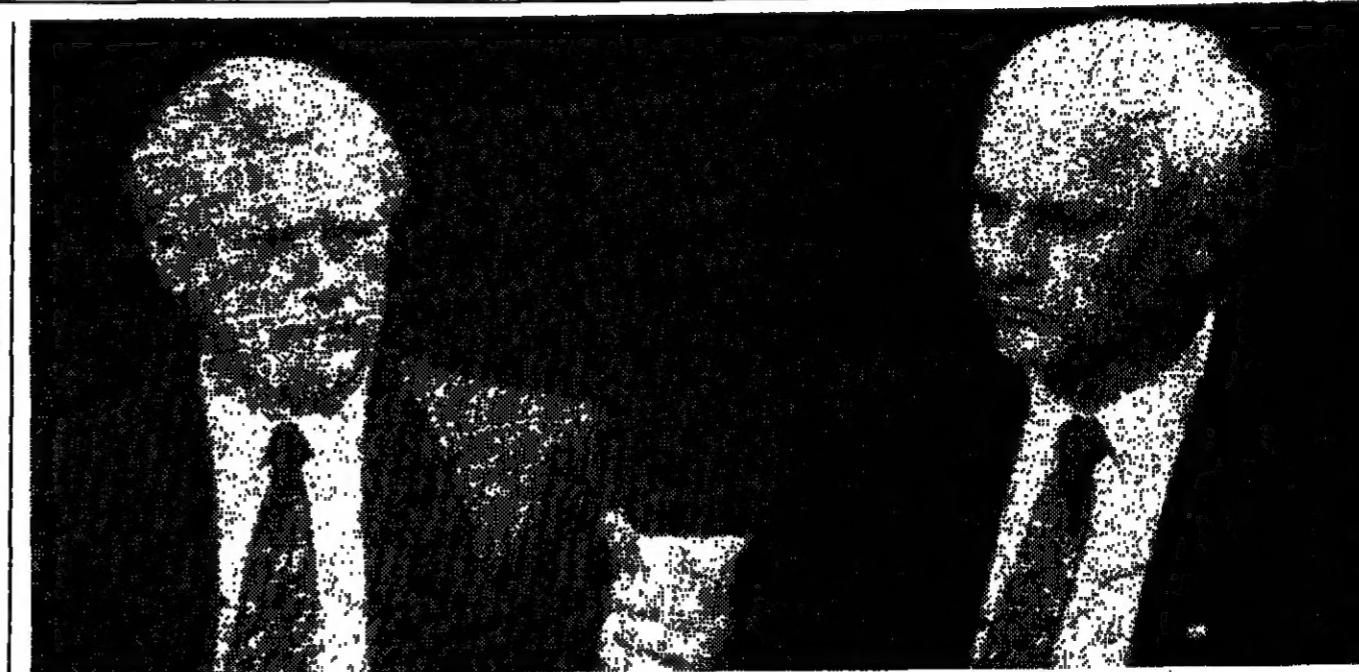
The target range was the same as this year's for west Germany alone, which was being achieved. "It is ambitious when you consider that the risks on the price front have become bigger," Mr Pöhl said.

Some pay demands were around 10 per cent, including those for the public sector and transport workers' union.

"This must alarm the central bank." Thus, it would stick to its stability-oriented policies.

It was a "considerable success" that inflation had been kept down this year (excluding higher oil prices, it was below 3 per cent), especially in view of price pressures forecast through the introduction of the D-Mark into East Germany in July.

This low inflation had been achieved in the second year of an unusually strong economic upswing, with west German growth in 1990 expected to be between 4.5 and 5 per cent.



Everyone a winner: Poul Schlüter (left) remains prime minister although his Conservative party lost five seats pictured yesterday with Svend Auken, leader of the Social Democrats who gained 14 seats

## French nuclear groups urged to boost research

By William Dawkins in Paris

FRENCH nuclear authorities must boost research into radioactive waste disposal and make a fresh study for a deep nuclear waste storage site, according to a parliamentary report published yesterday.

Geological surveys of four sites by Andra, state nuclear waste management agency, were frozen last February when opposition obliged Mr Michel Rocard, prime minister, to call a year moratorium.

This has provoked an intense public debate in France, which has no deep storage sites despite the fact that it is more dependent on nuclear energy than any country in the world.

The study, commissioned by Mr Rocard recommends that Andra should make new tests at six or seven sites chosen from a confidential list of 28 areas drawn up by the Industry Ministry in 1983.

The target range was the same as this year's for west Germany alone, which was being achieved. "It is ambitious when you consider that the risks on the price front have become bigger," Mr Pöhl said.

Some pay demands were around 10 per cent, including those for the public sector and transport workers' union.

"This must alarm the central bank." Thus, it would stick to its stability-oriented policies.

It was a "considerable success" that inflation had been kept down this year (excluding higher oil prices, it was below 3 per cent), especially in view of price pressures forecast through the introduction of the D-Mark into East Germany in July.

This low inflation had been achieved in the second year of an unusually strong economic upswing, with west German growth in 1990 expected to be between 4.5 and 5 per cent.

K's prime minister, Mr Poul Schlüter, yesterday began negotiations for the formation of a new minority non-socialist government following Wednesday's election to the Folketing.

His next administration, however, faces a difficult task after voters narrowed the majority held by the six non-socialist parties from 19 to seven seats in the 179-seat parliament. "The voters' Christians present to the politicians is an unusually pernicious composition of the Folketing," commented Berlingske Tidende, the pro-government Copenhagen daily.

The Economic Advisory Council, the most prestigious of the country's forecasting institutions, published a report yesterday which will further sour the government's life. It criticised government plans for cutting income tax, the issue on which the election was called, and said that priority must be given, for balance of payments reasons, to maintaining a tight fiscal policy.

Mr Schlüter's own Conserva-

tive Party won only 30 seats, a loss of five, but his coalition government with the Liberals and Radical Liberals won a total of 86 seats, a loss of only one. The Radicals, after losing three of their 10 seats, are expected to defect from the coalition, but will continue to support Mr Schlüter as prime minister.

Mr Schlüter said he would try to form a four-party coalition, bringing in the small Centre Democratic Party and the Christian People's Party. Alternatively he would continue with a coalition of his Conservatives and the Liberal Party only.

The negotiations could be tricky. The centre parties are anxious to establish links with the opposition Social Democratic Party, which had its best election for many years, going ahead by 14 seats to 69, and they will make policy demands as the price of support for Mr Schlüter.

Country warned its economy has become 'seriously unbalanced'

## OECD gloomy on Sweden's prospects

By Robert Taylor in Stockholm

THE Swedish economy has become seriously unbalanced and its difficulties in competing internationally are unlikely to ease next year, the Organisation for Economic Co-operation and Development (OECD) warns in a gloomy report published today.

The time of "over-full employment" is about to end, it says, arguing it would be "regrettable" if short-term social considerations prevented a reduction in inflation through a modest increase in unemployment.

It criticises the government for not dealing toughly enough with an overheated labour market. "Fiscal policy was at times immobilised by political difficulties," it says. "In the context of the chosen exchange-rate regime, there are limits to how far monetary policy can restrain demand."

There is a clear concern that the Swedish authorities will not stick to their current anti-inflation strategy in the face of rising unemployment and will seek to boost demand through

devaluation or an expansionary fiscal policy, as they did after the inflation crisis of the mid-1970s.

But no solid grounds exist at present to support such a fear, particularly given the November crisis package that came after the OECD report was completed. Next month's Swedish budget is expected to be highly restrictive.

The OECD especially blames the public sector for Sweden's worsening economic performance, saying: "It continues to impose costs on the economy which reduce overall efficiency."

"Financing the large public sector has profound effects throughout the economy," the report adds.

The survey argues that Sweden's public sector, which employs 1.77m people (just over 40 per cent of all workers) and which last year swallowed up 58 per cent of GDP, has a negative impact on private-sector behaviour, especially in the lack of private savings. It expresses concern over the orientation of Swedish economic policy for the next few years, saying it could present a stronger test of political determination than recently.

With the competitiveness gain from the devaluations in the early 1980s now spent and inflation running above the European average, Sweden will face growing unemployment. But the prediction of 3.6 per cent unemployment by the end of 1991 suggests it will remain low by west European standards.

In 1991, general election year, the OECD believes private consumption will rise by 1.3 per cent.

Employment has increased by 1.7m since 1985, but the rate of job creation has fallen sharply.

Unemployment is now 6.2 per cent, compared with 5.2 per cent in 1985.

But the survey expects the rate to rise to 7.5 per cent by 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

It also expects the rate of inflation to rise from 4.5 per cent in 1990 to 5.5 per cent in 1991.

</

## Bush anxious to ensure stability of Soviet Union

By Peter Riddell, US Editor, in Washington

MR JAMES BAKER, the US Secretary of State, 14 months ago signalled the start of more co-operative relations with the Soviet Union when he proposed a policy of seeking "points of mutual advantage."

The economic assistance package announced late on Wednesday shows that President George Bush and Mr Baker see the US advantage in keeping President Mikhail Gorbachev in power, as well as helping US grain farmers.

Both the substance of the measures — a mix of short-term agricultural credits and long-term technical assistance — and the manner of the announcement underline the US aim of keeping Mr Gorbachev going over the winter.

In theory, the support is transitional to allow time for economic reforms to come into operation, although Washington has little faith in changes so far adopted and its real goals are short-term. Mr Baker stressed that "Instability in the Soviet Union is very definitely not in the interests of the US or of the world."

While the Bush administration has adjusted to the challenges of partnership: Mr Bush looks to Mr Edward Shevardnadze as he announces the aid package on Wednesday



Spirit of partnership: Mr Bush looks to Mr Edward Shevardnadze as he announces the aid package on Wednesday

reforms that we've seen. We would view that very seriously.

Stressing the need for a more democratic government, he said: "What we've seen is that economic reform works best when there is a legitimate set of institutions and leadership putting it forward."

For all these worries, the announcement underlines what Mr Shevardnadze called

"a new phase of our relationship and a new kind of cooperation."

This is symbolised by the close working relations between Mr Baker and Mr Shevardnadze, who now meet more frequently and for longer than the secretary of state does with leading Nato foreign ministers.

The two countries have closely consulted throughout

the Gulf crisis from the day of the invasion. However there are limits; Mr Shevardnadze is constrained by those in the foreign and defence ministries who do not want to be linked with their former client in Baghdad. Moscow will not send troops to join the multinational forces but, in treating the Soviet Union as still being a superpower, the US has ensured its support.

France has drawn up an emergency aid plan for the Soviet Union that it will submit to its European Community partners at today's EC summit in Rome. Presidential spokesman Hubert Vedrine said:

He told a news conference

## Moscow in 'unique' deal with IMF and World Bank

By Michael Prowse in Washington

THE special association between the Soviet Union and the World Bank and International Monetary Fund promised by the White House is an "evolutionary step" which could lead eventually to full membership, a senior US Treasury official said yesterday.

The arrangement, which he described as "unique and unprecedented", is intended to give the Soviet Union access to technical assistance and advice from the Bretton Woods institutions on a "systematic, continuing basis". It will not involve loans of any description or changes to the IMF's articles or the bank's charter.

However, the two institutions are expected to establish a permanent presence in Moscow. In addition to providing intensive analytic support for Soviet economic reform, IMF and bank staff may help co-ordinate technical assistance from other sources including the private sector.

The new special association provides a framework for implementing the recommendations of the study of the Soviet economy agreed at the Houston economic summit this summer and jointly conducted by the IMF, World Bank, OECD

and European Bank for Reconstruction and Development.

The study, which is due to be published next week, is expected to provide the most detailed assessment yet of the state of the Soviet economy and outline a framework for a transition to capitalism.

Its most controversial recommendations are likely to include proposals for price reform. All the agencies involved in the study are thought to agree that the Soviet Union's ballooning budget deficit is the most serious short-run problem.

The new special associate status will involve the fund conducting annual reviews of the Soviet economy similar to the Article 4 consultations with member countries. Technical assistance from the fund will include advice on macroeconomic, financial and exchange rate policies.

The World Bank will focus mainly on micro-economic issues, such as the development of efficient markets, and the longer term structural reorganisation of sectors such as transportation and energy sectors.

Both institutions will provide training courses for Soviet managers and officials.

## Hopes high for arms treaty in February

By Lionel Barber in Washington

AFTER 10 years of on/off negotiations, the US and Soviet Union are on track to sign a strategic nuclear weapons treaty at the Moscow summit in mid-February.

The Start treaty will result in a 30 per cent overall cut in ballistic missiles, heavy bombers and deployed nuclear warheads. Unlike its predecessors, Salt I and the unratified Salt II, Start will be the first accord to actually reduce strategic nuclear arsenals.

As such, it can be described as an historic achievement. Both President Bush and President Gorbachev can be expected to play up this theme when they meet in Moscow on February 11 — provided that the treaty is indeed ready.

In a shift of policy which says much about the US willingness to prop up Mr Gorbachev, the White House said yesterday that Mr Bush would still visit Moscow even if the Start accord was not ready for signing.

The co-operative tone was

## Farm leader expects the immediate use of credits

By Nancy Dunne in Washington

FARM organisation leaders in Washington yesterday hailed the waiver of the Jackson-Vanik amendment, which withheld a lowering of trade barriers pending changes in Soviet emigration laws, as "historic".

Mr Steve McCoy, president of the North American Export-Grain Association, said the two superpowers had finally ended the Cold War in their trade relations. "The president was bound to get into this cautiously," he said. "The credit package can be expanded later on."

Now that the Soviets have access to it, they are expected to use the entire amount almost immediately."

There was the same sense of historic change at the US Export-Import Bank, which finances business transactions. But the exuberance exhibited by Mr John Macomber, the chairman, was tempered by the laws still in place which levy an overall \$300m (£156.2m) limit on new financial

## Imports threaten to bring rail and ports to standstill

By Quentin Peel in Moscow

MORE than 1m tonnes of imported cargoes are blocked in Soviet ports because of congestion on the rail system, and Soviet officials are alarmed at the prospect of coping with large quantities of imported grain in the coming months.

They fear that huge new food credits from both the US and the European Community will simply aggravate the problem, and bring an overburdened rail and port system to a complete standstill.

In addition to the ports, thousands of railway wagons are trapped at border crossings between the Soviet Union and its east European neighbours, waiting to be unloaded.

The Soviet army has sent 1,000 soldiers to Brest on the Polish border, both to prevent the flow from the wagons, and to help transfer cargoes to and from the wider-gauge Soviet rail system.

The worst congestion is at the far eastern ports of Vladivostok, Nakhodka and Vosto-

# Ahlan Wasahlan Thoughtfully.

**A comprehensive network covering 75 destinations worldwide.**  
A great deal of thought has gone into planning the SAUDIA network, with your needs uppermost in mind.  
The result is frequent flights with the best connections at convenient times. When you're flying from, to or even beyond the Kingdom, let SAUDIA be your choice.

**saudia**  
SAUDI ARABIAN AIRLINES

*Ahlan Wasahlan*

## INTERNATIONAL NEWS

## THOUSANDS CHEER TAMBO'S RETURN HOME

MR Oliver Tambo, President of the African National Congress (ANC), returned to South Africa yesterday after more than 30 years in exile, to the cheers of thousands of supporters. Patti Waldman writes from Johannesburg.

Mr Tambo, 73, left partially disabled by a stroke last year, did not address the crowd as expected, increasing speculation he will be unable to play a major leadership role in the organisation despite his return.

Asked how he felt, Mr Tambo said:

"Fine, fine, fine". He used a walking stick and walked with a limp. Mr Nelson Mandela, ANC deputy president, addressed supporters on behalf of Mr Tambo, saying: "At the present moment, he wishes just to say he is happy to be among you."

Mr Tambo is expected to remain in South Africa for three weeks, and will deliver the opening address today at the ANC's first consultative conference to be held in the country for 30 years.

In spite of his disability, he could well

have an important influence over ANC

policy through Mr Mandela. The two men started South Africa's first black law firm in the 1950s. Mr Tambo, a relative moderate, is expected to stay with Mr Mandela at his Soweto home, and could balance the increasingly radical influence of Mr Mandela's wife Winnie.

The three-day ANC conference which begins today will be attended by 1,600 delegates, debating issues such as talks with Pretoria on ending apartheid, economic sanctions, and a plan for protest over white rule.



Oliver Tambo is welcomed at Johannesburg Jan Smuts airport on his return after 30 years in exile; Nelson Mandela looks on (right)

## Two Koreas fail to seal agreements

By John Riddell in Seoul

NORTH AND South Korea yesterday ended talks aimed at easing tension on the peninsula, having made little progress but agreeing to meet again early next year.

The prime ministers of the two countries failed to conclude any agreements, blaming each other for lack of results. The talks were marred by North Korea's criticism of the visit to Moscow by South Korea's President Roh Tae Woo, who left for Moscow yesterday. "Why can't we discuss ending a cold war between compatriots if it is possible to discuss this with foreigners?" said Mr An Byong Su, North Korean spokesman.

While in Moscow, Mr Roh will seek Soviet help in easing Korean tensions. "I am determined to see my visit to Moscow will be a significant step forward in freeing all our people from the fear of war," he said. "President Gorbachev and I intend to discuss the ways our two nations should work together to end the Cold War once and all, achieve peace and unification on the Korean peninsula."

The main obstacle during the talks, the highest-level Korean contacts since 1945, was whether to sign a non-aggression declaration. This has been North Korea's principal demand since October. Seoul insists a basic agreement calling for confidence-building measures be concluded first.

## NZ executives on fraud charges

By Terry Hall in Wellington

SEVEN FORMER executives of Equitcorp, the collapsed New Zealand investment company, were arrested yesterday and charged with fraud offences totalling NZ\$440m (£137m).

Equitcorp was one of the high fliers on the New Zealand investment scene and was set up in the mid-1980s. Under Mr Allan Hawkins, its former chief executive, it flourished in the deregulated atmosphere of the Labour government and acquired a string of industrial companies.

The purchase of New Zealand Steel from the New Zealand government was signed

on the day of the October 1987 stock market crash and involved huge borrowings which were later seen as a cause of the group's downfall.

The company also expanded internationally, including the controversial purchase of Guinness Peat in the UK, before it was placed in statutory management in 1988.

The arrests follow a lengthy investigation by the Serious Fraud Office whose director, Mr Charles Sturt, said the trial would take nine months. He would not rule out the possibility of further arrests.

The executives arrested were not named. They were released on police bail and will appear in the Auckland district court today to face the joint and individual charges of conspiracy to defraud and other fraud charges.

The arrests followed an eight-month investigation by the Fraud Office which is continuing its investigation.

Statutory managers handling the collapse of the 137 companies in the group said they were unaware of the arrests and refused to comment.

## Pakistan bank privatisation fight

By Farhan Bokhari in Islamabad

LEADERS of Pakistan's bank unions are studying ways of resisting government privatisation moves, fearing the closure of branches and many job losses.

Ahead of a meeting in Rawalpindi tomorrow, large black banners with slogans opposing the government's plans are prominently displayed at many state-owned banks in Karachi, Pakistan's banking capital.

Mr Usman Ghani, secretary-general of the employees' federation of Muslim Commercial Bank (MCB), the first bank being considered for privatisation, claims that half of the bank's 13,800 employees would be made redundant.

A senior MCB executive who spoke anonymously said that if loss-making branches are closed and staff positions deemed unnecessary are cut as much as 30 per cent of present staff could be shed.

Mr Habibullah Junaidi, a leader of the labour union at Habib Bank, said many of the loss-making branches were in rural areas and provided an important public service. He argued that the government ought to concentrate first on recently-announced moves to allow the establishment of new private banks.

Government officials insist that employees of state-owned banks would be able to find jobs in these new private banks.

Union leaders contend they need more than mere assurances that these new banks will be established.

One Pakistani businessman, saying he had "grave doubts whether the banks will be de-nationalised", argued that a rapid improvement in profitability would need to involve not only job cuts but a lending policy based entirely on creditworthiness, rather than alleged political influence.

He claimed that some state-owned banks had extended various bad loans but had shielded their true financial position, making it difficult for private entrepreneurs to invest.

## Islamabad acts to boost investment in industry

By Farhan Bokhari in Islamabad

THE Pakistani government yesterday announced it was liberalising industrial policy in an effort to boost investment in industry.

Mr Sarwar Aziz, finance minister, and Mr Chughtai Hussain, industrial minister, said in Islamabad that in future investors would not be required to seek government permission for setting up industrial units. The only two sectors which would continue to be restricted were arms and alcohol production.

The government also eased requirements on industrialists to reveal their source of fund-

ing for investments, in an apparent effort to attract funds which previously went undirected for tax purposes.

The new policy also provides for tax-free status on income from new industries ranging from three to eight years depending on whether the location is urban or rural. These incentives will also apply to foreign investment in Pakistan.

Mr Aziz said Pakistan had a large number of sectors where foreign investment was only now being liberalised, identifying telecommunications and power generation.

The government also eased

requirements on industrialists to reveal their source of funding for investments, in an apparent effort to attract funds which previously went undirected for tax purposes.

The new policy also provides for tax-free status on income from new industries ranging from three to eight years depending on whether the location is urban or rural. These incentives will also apply to foreign investment in Pakistan.

Mr Aziz said Pakistan had a large number of sectors where foreign investment was only now being liberalised, identifying telecommunications and power generation.

This progress is specially significant at a time when China is raising objections about the estimated HK\$3.9bn (£55.2m) cost of Hong Kong's proposed new airport, including access roads and ancillary works, at Chek Lap Kok off Lantau Island.

China is concerned about the debt burden of Chek Lap Kok which is expected to open about the same time that Hong Kong returns to Chinese sovereignty.

Top Chinese officials have told Hong Kong that there is no plan for Huanqian, designed to

handle 80 to 100 million passengers a year with its first runway, to become international for three or four years. But some officials are talking about a shorter timescale.

Hong Kong government officials have been sceptical for the past two years about whether the Shenzhen airport would ever be completed. There have also been suggestions, which China denies, that it will not be fully equipped to international standards.

China has argued that the airport may not be needed at its planned size because of Shenzhen's new airport and another planned in the Portuguese enclave of Macao which has also suffered Peking's wrath.

Top Chinese officials have

told Hong Kong that there is no

plan for Huanqian, designed to

## • THE MIDDLE EAST

## UN delay boosts Palestinian hopes

By Lamis Andoni in Amman

THE POSTPONEMENT late on Wednesday of a vote on a United Nations Security Council resolution on the Middle East, because of US resistance to the proposed endorsement of an early international peace conference on the region, has boosted hopes among Palestinians and their allies that pressures are building on Washington to address the Palestinian question.

In public statements, Palestinian and Jordanian officials express frustration and anger at Washington's refusal to accept the resolution, which also calls for international protection for Palestinians in the Israeli occupied territories.

President George Bush yesterday urged European Community countries to "stay firm and united" in insisting on an Iraqi withdrawal from Kuwait at their heads of government summit meeting opening in Rome today. John Wyles writes from Rome. In a letter to the current president of the European Council, Mr Giulio Andreotti, the Italian prime minister, Mr Bush says that the release of all foreign hostages by Iraq "has changed nothing" nor weakened US opposition to negotiating with him over Kuwait. He added that US diplomats would shortly be leaving Baghdad, although the embassy would not be closed.

Palestinian problem. Since the start of the Palestinian uprising three years ago the US had previously killed off eight resolutions condemning Israeli practices in the occupied territories and at least seven supporting Palestinian rights.

Emerging differences among the US allies over the draft resolution are being detected in Jordan, with France and Italy seen as more sympathetic to the Palestinian cause. This has been seen as a sign that the west will come to endorse the same forceful stand on the Israeli occupation that it has demonstrated towards the Iraqi occupation of Kuwait.

Yet at the same time, the delay is viewed as an indication of a deepening in the US dilemma. Since the eruption of the Gulf crisis the US has been reluctant to exercise its veto on the Palestinian issue so as

not to weaken the alliance against Iraq.

Jordanian and Palestinian officials point out that never before has Washington stalled so long in order to avoid vetoing a resolution regarding the

inadequacies of GCC attempts to build a regional security shield.

Mr Bishara, a Kuwaiti, said the GCC had now entered a second phase in which "we have to face the incontrovertible fact that we were threatened and swallowed by an Arab country".

The Gulf crisis has also had the effect of encouraging a review of the GCC's sometimes faltering attempts to achieve economic integration. Dr Abdullah Kuwais, the organisation's assistant secretary general for economic affairs, said that as soon as the Gulf crisis ended he expected an accelerated effort to be made to implement GCC economic accords to strengthen and achieve further integration of the regional grouping.

Dr Kuwais, a veteran Saudi official, said GCC states should push forward much more vigorously towards unified customs arrangements, cross-border shareholdings in key institutions such as national banks and the introduction of a common currency.

"The GCC was created as a political entity," said Dr Kuwais. "For the past nine years we have tried to give this political entity an economic symmetry, but it has not been easy because we all export one commodity, and we import almost everything."

"Trade among us is limited, so you have not only to eliminate barriers, you also have to engage in joint development projects."

GCC leaders will meet later this month in Qatar to review Gulf developments in very different circumstances from their last meeting in Oman a year ago. As Mr Bishara said: "Things will never be the same again - not only in the Gulf, but throughout the Arab world."



## Iran and Algeria consider peace effort

By David Thomas in Vienna

THE Iraqi and Kuwaiti delegations sat side by side during formal meetings of the Organisation of Petroleum Exporting Countries (Opec) in Vienna yesterday, with the Iraqis lodging a protest over a delegation representing "former Kuwait".

This was the only occasion the political dimension of the Gulf crisis was formally raised. The two delegations did not speak to each other. Mr Rashid al-Salem al-Ameen, Kuwait's oil minister, said later that Kuwait was not prepared to enter into talks with Iraq without certain conditions.

Mr Baker is likely to meet the foreign ministers of the other four permanent members of the UN Security Council before going to Baghdad. They are expected to agree a statement reaffirming the aims of UN resolutions and providing the assurance that Iraq will not be attacked if it withdraws from Kuwait.

The painful lessons of the crisis are already leading to a review of OPEC security arrangements. In Riyadh last week, Sheik Nawaaf al-Ahmed al-Sabah, Kuwait's defence minister, said a new defence system should include "an effective deterrent that would ensure peace and stability to the member states".

Mr Bishara himself has no

doubt that closer co-operation and co-operation is the only answer.

"Iraq was able to invade Kuwait because it was defenceless... it was swallowable," he said. "Our problem is that there is too much concern among us for the retention of sovereignty and the trappings of statehood. We need a stronger framework for co-operation and complementarity... one system calling the shots."

The OPEC charter, which is full of pious words about integration and co-operation among the six OPEC states, makes no mention of security arrangements. In fact, the first reference to military co-operation came at the second OPEC summit held in Riyadh in November 1981, and this was in light of a further worrying deterioration in the Iran-Iraq conflict as the Iranians fought back with surprising strength.

The OPEC began to work on its "Pan-Arab Shield" concept after that summit meeting, but Iraq's invasion of Kuwait in which it encountered little resistance starkly exposed the

weaknesses of the shield.

Canadian sailors play a desert version of ice hockey in Manama, Bahrain, yesterday

## Higher oil costs reduce Japan's trade surplus

By Robert Thomson in Tokyo

JAPAN'S customs-cleared

trade surplus in November fell

35.6 per cent from a year earlier

to \$2.27bn (£1.15bn), with

higher oil costs producing an

increase in imports that cancelled out the impact of a strong export performance.

Orders worth \$11m (£5.7m)

released yesterday showed that

imports for the month rose 26.2

per cent to \$28.41bn, while

exports rose 10.3 per cent to

\$25.63bn. There were sharp

increases in exports of transport

machinery, up 21.3 per cent,

and electric machines, up 16.8 per cent, while mineral

fuel import costs rose by 88 per cent.

The bilateral surplus with

the US was \$3.57bn, slightly up

from the \$3.56bn of a year earlier,

while exports to the EC rose 27

per cent to \$4.77bn and imports

from the EC increased 21.5 per

cent to \$3.26bn.

Ms Chiharu Sumita of stock

broker UBS Phillips & Drew

said that the oil price increase

had distorted the figures,

though exports were also exag-

gerated by unsustainable

increases in sales of automo-

biles and some electrical equip-

ment.

"We should see a continuing

reduction in the surplus in the

first few months of next year.

After this month, the impact of

JP MORGAN

FINANCIAL TIMES FRIDAY DECEMBER 14 1990

5

# A SECOND LOST IS LOST FOREVER.



**tick** There goes another **tock**

If you're selling and planning your

airtime in house, **tick** you can't

exploit it like TSMS can. **tock**

Television Sales and Marketing Ser-

vices is the UK's first independent

TV airtime sales house. **tick**

We know how to turn your airtime

into money. **tock** so you have

more to spend on programmes.

**tick** Our service includes pro-

gramme research, non-commercial

airtime planning, **tock** break

pattern planning, and effectiveness

**tick** Central TV think

we do it better than anyone else.

**tock** So do Anglia, Border, and

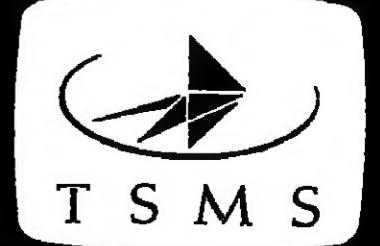
the European broadcaster, Berlusconi.

**tick** If they're right there's not a

second to spare. **tock** Telephone

Dick Emery or Tim Wootton on

081 991 6666. **tick** Now **tock**



WE WON'T WASTE  
YOUR TIME.

## WORLD TRADE NEWS

## EC secures a Gatt waiver on trade with east Germany

By William Dulforce in Geneva

THE EUROPEAN Community yesterday secured a temporary waiver from the rules of the General Agreement on Tariffs and Trade for the former East Germany's trade with the Soviet Union and east European countries.

Gatt members voted 56 to three in favour of the waiver with five abstentions despite procedural objections by the US.

Since the unification of Germany the EC has been applying duty-free quotas to goods imported to the former East Germany under earlier bilateral protocols with East European countries. These protocols do not comply with Gatt's non-discrimination rules.

Immediate application of Community and Gatt rules would interrupt trade and lead to factory closures, loss of production and higher unemployment in the exporting countries, the EC explained.

The transitional measures are being applied until the end of 1991 with possible renewal for a further year.

A US official rejected a suggestion that by voting against the waiver Washington was

expressing hostility towards the EC after the breakdown of Gatt's Uruguay Round trade talks in Brussels last week.

The US merely objected to abandoning normal Gatt procedure under which the request for a waiver had first to be examined by a working group, officials said.

As a compromise the EC agreed that a Gatt working group should monitor implementation of the transitional measures. Japan and Hong Kong joined the US in voting against the waiver.

An agreement on the export of domestically prohibited goods and hazardous substances is likely to be submitted for approval by the Gatt council by next spring.

This would respond to complaints that manufacturers in industrialised nations export to developing countries products, such as chemicals, which have been banned in their home markets. A working group has arrived at an outline agreement under which governments of exporting countries would either ban the export of a product or notify Gatt if it was allowed.

## A more cautious West is knocking on China's door

Sanctions barriers may have been lowered but memories of instability remain, Angus Foster writes

FIVE days after the 1989 crackdown in Peking Mr Deng Xiaoping, China's patriarch, said that once the situation became stable, "foreigners are still going to come knocking on our door".

Eighteen months later, Mr Deng has been proved right. China has won top marks for its behaviour over the Gulf crisis. Western leaders, fearful of losing trade to their competitors, have lowered sanctions barriers one by one. In the last few months the EC, the World Bank and the Asian Development Bank have all relaxed restrictions on dealing with China. As a result, commercial bankers are resuming the once well worn path to Peking. And, at least on the surface, it seems business will soon start to boom.

But Chinese and foreign bankers admit much has changed. Last year's events around the real estate in China and killed off, perhaps for a long time, the rush to get China business onto the books.

"Our lenders are looking more carefully, they want higher spreads and the Chinese side is less complacent," a Chinese banker in Hong Kong said.

Among foreigners, there is a greater reluctance to do business or, because of lingering memories, to talk about it. "All

	CHINA: ACTUAL INVESTMENT (\$m)			
	1987	1988	1989	1990*
Hong Kong + Macao	1,688	2,085	2,078	736
Japan	220	514	356	110
US	233	236	284	135
Taiwan	-	-	422	92
Others	233	349	243	155
Total	2,314	3,194	3,323	1,229

\*January-June

Source: Statistical Yearbook of China (Standard

of us are extremely cautious. We are focusing on government-backed projects in priority sectors and concentrating on serving our major clients," according to Mr B J C Polde-mans, manager of the China department at ABN. The bank has just been appointed joint financial adviser to a \$230m (\$124.5m) project financing for a power station Asea Brown Boveri is to build in southern China.

Japanese banks are returning to China but, under pressure from their Ministry of Finance, they are coy. The Europeans, meanwhile, are more active. Competitors even describe some as aggressive, and allege Italy circumvented the year-long EC sanctions by granting subsidies to Italian companies rather than the Chinese end-borrower.

China re-emerged from its sojourn of disfavour to find commercial bankers worried

about credit, capital adequacy and economic downturn. Not surprisingly, this has affected the pricing and guaranteed demand of China business.

Wardley, a subsidiary of Hongkong Bank, has just concluded the underwriting of a \$90m project financing for a highway connecting the southern Chinese cities of Guangzhou and Shenzhen. Mr David Levy, head of project finance, says the underwriting took longer than expected.

Japanese banks, for example, needed longer to get permission, he said.

Bankers in Hong Kong think the project is costing the borrowers. Hopewell Holdings of Hong Kong and a Chinese provincial authority, between 0.5 per cent and 0.75 per cent more than 18 months ago, reflecting higher China risk as well as worldwide trends.

High-quality Chinese guar-

antors, such as the Bank of

China, are also being pushed to accept margins which have almost doubled to 1 per cent over LIBOR compared to 0.5 per cent early last year.

Export credits to China only started up again in October after the release of European subsidised loan packages, from following the Madrid meeting in June 1990.

Although agencies such as

the US and Japanese Exim banks were allowed back into China earlier, the Chinese were waiting for the soft loans.

With those loans blocked,

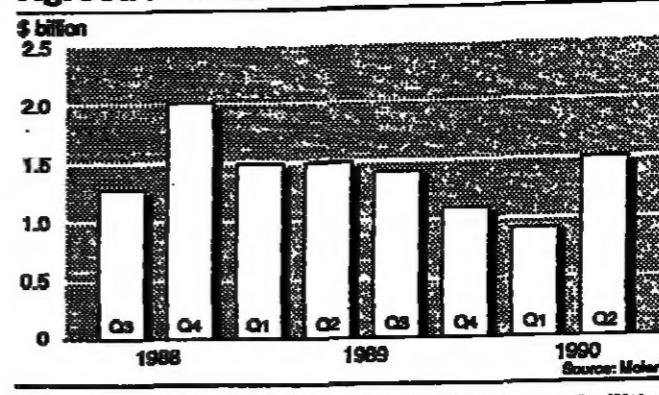
the Chinese did not accept conventional export credits in case

it was seen as an admission of guilt or an indication they did

not expect the loans to be repaid.

But in spite of this and simi-

### Agreed investment in China



lar outstanding packages from European and Japanese agencies, with a total value estimated in excess of \$2bn, there is debate about how quickly the loans will be used up.

Some bankers say China could run out within six months. Others point to the British loan.

Projects which were close to agreement 18 months ago will now seem less simple as UK inflation, compared to fixed Chinese budgets, forces renegotiations.

Either way, China will not have access to the same level of subsidised loans as in mid-1990s.

China is now competing against eastern Europe and the Middle East for aid credit is scarce, and in the US especially the Chinese leaders are still seen as having blood on their hands. Commercial bankers expect conventional export credit financing to become the norm.

"Chinese companies which were looking for soft loans are now being urged by Peking to look for export credits," according to Mr Williams.

Another Hong Kong based banker said Peking estimates next year will see the highest ever level of export credits. Thereafter, much will depend on China's "behaviour", he added.

## Eximbank acts on funding increase

By Nancy Dunne in Washington

WITH increased funding for its trade finance activities the US Export-Import Bank this year has embarked on an aggressive programme which could double its exposure in Mexico and boost concessional lending in Asia.

The EC has moved this time. I think the EC has been seeking a compromise," he said. That was evident, he explained, in a new willingness to discuss separately issues such as export subsidies and internal supports for agriculture, and in a readiness to introduce ceilings.

As for the closed rice market, he said that Japan has shown "enough flexibility" on other important issues, and that negotiators are bound by a parliamentary resolution banning imports. Rice, he said, is "very, very difficult for us".

Eximbank support the US supplier would risk losing business. No such constraints hold true for Mexico, where the bank is growing increasingly active.

At a meeting of Eximbank's advisory committee this week, Mr Carl Lefk, an assistant to the executive vice-president, said arrangements are underway for the financing of a \$1.6bn energy project by PEMEX, the Mexican oil company. Another 105 transactions, valued at about \$1.5bn, are being put together.

The bank will continue the "go slow" policy it adopted after Tiananmen Square. Any lending will require close consultation with the State Department on political and human rights issues involved in a deal. Offers are made only when a "real deal is in sight" and it is clear that without

Eximbank support the US supplier would risk losing business. No such constraints hold true for Mexico, where the bank is growing increasingly active.

## FOR SALE

Site  
Accommodation/  
Hire Company  
complete with  
4 acre Freehold  
Yard. Situated in  
S.E. England. Good  
utilisation and on-  
going contracts.

For details write to:  
Box H7821,  
Financial Times, One  
Southwark Bridge,  
London SE1 9HL

## BUSINESSES FOR SALE

Tuesdays, Saturdays  
and now  
FRIDAYS

For further information  
please contact

Gavin Bishop  
on 071-873 4780  
or  
Melanie Miles  
on 071-873 3308

## BUSINESSES FOR SALE

ALSO APPEARS TODAY

ON PAGE 23

## Robert Fielding of Regent Street Ltd (In Receivership)

The joint administrative receivers are seeking offers for the goodwill, business and assets of the above well known company which operates hairdressing salons mainly in the Greater London area.

- 17 fully equipped leasehold hairdressing salons
- 3 instore concessions
- fully equipped leasehold school of hairdressing
- head office situated in Croydon
- 170 staff
- turnover approximately £3,000,000 p.a.

For further details please contact Maurice Withall or Len Handscombe, Grant Thornton, Grant Thornton House, Melton Street, London NW1 2EP. Tel: 071-383 5100 ext. 2401 Fax: 071-383 4077

## Grant Thornton

The U.K. member firm of Grant Thornton International. Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## Aspinall Engineering Ltd (In Receivership)

Heysham, Lancs

The above company's main activities are light to medium engineering, steel fabrication and structural steel erection.

- Annual turnover £3.1m
- Freehold site in prime location
- Prestigious customer list
- Highly skilled workforce

For further details please contact the Joint Administrative Receivers: David G Bowland or Allan Griffiths, Grant Thornton, Heron House, Albert Square, Manchester M2 5HD. Tel: 061-834 5414 Fax: 061-832 6042

## Grant Thornton

The U.K. member firm of Grant Thornton International. Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## JOHN FIELDING LTD

Heysham, Lancashire

The above company's main activities are light to medium engineering, steel fabrication and structural steel erection.

- Annual turnover £3.1m
- Freehold site in prime location
- Prestigious customer list
- Highly skilled workforce

For further details please contact the Joint Administrative Receivers: David G Bowland or Allan Griffiths, Grant Thornton, Heron House, Albert Square, Manchester M2 5HD. Tel: 061-834 5414 Fax: 061-832 6042

## Grant Thornton

The U.K. member firm of Grant Thornton International. Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Mr Alastair Browne, Administrative Receiver, offers for sale in whole or in part, the business and assets of

## Blackstaff Textiles Limited

- Manufacturers of household textiles.
- The manufacturing division is located in rented premises at Springfield Road, Belfast, Northern Ireland.
- A distribution division is situated at Offerton Industrial Estate, Offerton, Stockport, England.
- Assets for sale include:
- Plant and Machinery
- Stock and Work in Progress; in both locations.

For further details please contact:-

Mr A. Browne, Cork Gully, 108 Great Victoria Street, Belfast BT2 7AX Tel: 0232 323204 Fax: 0232 242416

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business

## Pied Piper Limited (In Liquidation)

The liquidator seeks offers for the business and assets of the above company.

- Established and well known outlet for educational books and toys.
- Established 'party plan' salesforce in excess of 350.
- Experienced management available.
- Potential for growth.
- Leasehold premises in Staffordshire and Kent.
- Well known name.

For further details please contact the liquidator Mr Anthony Supperstone at Stoy Hayward, 8 Baker Street, London W1M 1DA. Tel: 071-486 5888, Fax: 071-487 3586, Telex: 267716 HORWAT Ref: 7/APS/DNB/vx.

## STOY HAYWARD

Accountants and Business Advisers A member of Horwath International

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business

The Joint Administrative Receivers, Mark Palios and Jonathan Sisson, offer for sale.

## East Anglian Bakery

Principal features include:-

- Supplier to prominent supermarket chain
- Turnover of approximately £1m per annum
<li

JH Miro 150

## AMERICAN NEWS

# South Americans seek to revamp regional security

By John Barham in Buenos Aires

**BRAZIL**, Argentina and Chile are negotiating an ambitious regional security pact that could be ready as early as next year, according to Mr Domingo Cavallo, Argentine Foreign Minister. It will embrace military integration and give the armed forces a role in environmental protection and drug traffic control.

The talks are being handled by the three foreign ministries, rather than by the respective militaries. Argentina's armed forces have repeatedly stated their desire for non-military operations, such as drug enforcement.

The military integration talks follow the decision this year by Brazil, Argentina, Uruguay and Paraguay to form a regional common market. Last month, Brazil and Argentina announced they will bring their nuclear installations under international safeguards, having resisted such controls for 40 years.

Chile, Argentina and Brazil possess South America's largest armed forces and have been bitter rivals. The rivalry was stoked up in the 1960s and 1970s by military governments which indulged in an expensive arms race. But tensions have eased, the countries having returned to democratic

government.

The region's civilian governments are now keen to find a new role for their restless military establishments. Eleven days ago, President Carlos Menem of Argentina put down his country's fourth military rebellion since the return to democracy in 1983.

Mr Cavallo said the negotiations would include purely military topics, such as missile, chemical and atomic weapons controls. The talks are also intended to "promote closer ties between the armed forces and to carry out joint exercises". The hope is that they will build confidence between the country's respective armies.

Argentina's decision to promote a reform of its armed forces by moving to interior and border regions now based in the capital, Buenos Aires, is said to have caused unease in Brasilia and Santiago.

The final aim is to establish a collective security organisation to repel threats to the signatories' territories. Mr Cavallo said the talks will include "environmental security, and co-ordinating our forces [so] that our territory cannot be used by drug traffickers and narcotics terrorists".

## US education secretary sacked for soft approach

By Peter Riddell, US Editor, in Washington

Mr LAURO CAVAZOS, the departing US Education Secretary, did not resign voluntarily this week but was fired, after a meeting with Mr John Sununu, White House Chief of Staff.

The White House regarded Mr Cavazos, the first Hispanic-American in a US Cabinet, to be so unassertive and ineffective as to undermine President George Bush's aim of being known as the "education president". Only two hours after the resignation of Mr Cavazos was announced on Wednesday, Mr Bush made a speech urging improvements in educational standards, which are generally seen as falling behind those of competitor countries.

Mr Cavazos's departure has gone unnoticed by teachers and by free-market advocates of educational reform.

Mr Bush's advisers are looking for someone who will be more active in energising support for educational reform.

Among the candidates for the vacant cabinet posts, of Education Secretary and Labour Secretary (Mrs Elizabeth Dole resigned in late October), are two House members who lost races last month for Senate seats, Mrs Lynn Martin and Mrs Patricia Saiki.

## Brazilian Congress votes for indexed pay

By Christine Lamb  
in Rio de Janeiro

THE BRAZILIAN government suffered a big defeat yesterday when the Congress voted to reintroduce indexation of wages, linked to inflation, for people on low salaries.

President Fernando Collor is expected to veto the new legislation, which would fix wages each month according to the previous month's inflation. The Economy Ministry said that it would stick to its line that indexation was "detrimental to our economic stabilisation programme".

The vote came after the government had failed to establish a social pact with politicians, union leaders and business. They are now expected to renew efforts for a national understanding.

Argentina's decision to promote a reform of its armed forces by moving to interior and border regions now based in the capital, Buenos Aires, is said to have caused unease in Brasilia and Santiago.

The final aim is to establish a collective security organisation to repel threats to the signatories' territories. Mr Cavallo said the talks will include "environmental security, and co-ordinating our forces [so] that our territory cannot be used by drug traffickers and narcotics terrorists".

## Cuban queue sellers fined

A CUBAN court has meted out fines and jail terms of up to one year to nine people who were convicted of charging a fee to keep places in queues outside shops, the Communist Party daily, Granma, said yesterday. Reuter reports from Havana.

The practice has become widespread on the island, where long queues are common.

The coleros can charge up to 20 pesos (214) for a place at the front of a queue, with lower prices further down the line.

The sentences in a Havana municipal court against the nine, seven of whom were women, included fines of 300 pesos, and jail for three months to a year.

# Tired voters hand it to Gaviria

Low poll may assist the Colombian president, writes Sarita Kendall



President Gaviria: Blessed

to control inflation have eroded government support; that the electoral barons stayed quiet because the assembly is not in their interests; and that vague ideas of a better future cannot compete with the roads, school places and money normally on offer at election time.

M-19, the former guerrilla group, is the only party to have increased its vote since May. With 19 seats, Mr Antonio Navarro Wolf, the M-19 leader, must play a prominent role. This could set him up as a serious contender for the presidency in 1994.

M-19's campaign platform was less radical than populist, and Mr Navarro has so far taken an unexpectedly moderate political line for a former column commander from the hills.

The governing Liberals, who emerge with 24 seats in the 70-member assembly, will have to form an alliance for the majority needed to put through the

government's reform proposals. Personally and politically, President Gaviria may have more in common with the M-19 group (which includes a Liberal, traders union and student leaders, a poet, Colombia's football trainer and some hard-core former guerrilla fighters) than with the Conservative factions, which would not anyway vote as a single bloc.

For the first time, the original inhabitants of Colombia will have two representatives in a legislative body. Francisco Rojas, an Aymara tribesman, says the constitution should recognise ethnic and cultural diversity, give Indians the freedom to manage their own reserves, and include environmental precepts.

The election of two evangelicals set experts calculating the effect of 2m-plus evangelical protestant voters.

The assembly is to begin on February 5 and run for five months. The main reforms are expected to focus on justice (with the introduction of an accusatory system), presidential and congressional powers, decentralisation, state intervention and human rights.

President Gaviria, while warning that constitutional reform cannot be the panacea for Colombia's ills, has always presented the assembly as an opportunity for reconciliation and guerrilla participation in politics. The military's all-out attack on the headquarters of the Revolutionary Armed Forces of Colombia (Farc), announced as voting finished on Sunday, was therefore surprising, despite recent guerrilla violence. The Farc's leadership

apparently escaped into the forested mountains, though the army occupied a network of well-fortified jungle camps.

The Farc - a guerrilla army of several thousand moved by old-style Soviet communism - has exasperated the military by yo-yoing in and out of peace talks, while continuing to ambush patrols and kidnap. Recently they have joined with the National Liberation Army (ELN) to dynamite oil infrastructure.

Neither the Farc nor the ELN was expected to surrender arms and join the constitutional deliberations, but, if weakened militarily, they may be forced to negotiate for peace on less favourable terms.

This war on the guerrillas contrasts with the government's conciliatory attitude to the drug traffickers who, after releasing two kidnapped journalists, still hold seven more.

The liberation of Hero Buss, a German correspondent, on Tuesday coincided with a message from the "extraditables" repeating that they would hand themselves over provided the government promises legal guarantees and security for their families. Three minor traffickers have already come in to test the ground, and the government is building special prison facilities.

What the extraditables want next is political treatment, opening up the possibility of a pardon and re-integration into Colombian society. Although President Gaviria has said the constitutional assembly is not the place to discuss issues which could give rise to intimidation, it may still prove to be the traffickers' vehicle.

## US retail sales down as shops feel Xmas pinch

By Michael Prowse  
in Washington

US RETAIL sales registered their first fall for six months in November, as consumers cut purchases of durable goods sharply, the Commerce Department reported yesterday.

In cash terms, the seasonally adjusted decline was small, at 0.1 per cent, and somewhat less than analysts had predicted. Allowing for inflation, however, the real decline was probably about 1% per cent, implying significant retrenchment on the part of US consumers.

October retail sales figures were revised up slightly to show an increase of 0.2 per cent, before inflation, compared with an initial report of 0.1 per cent.

In November, the sharp cut was in sales of durable goods, down 1.4 per cent in cash terms. Purchases of building materials, hardware, garden equipment and mobile homes fell 2.6 per cent. Sales of cars were down 1.4 per cent.

Department store spending fell 0.4 per cent, confirming reports that the big retailers are having a lean Christmas season. Many are running extended sales promotions.

The falls, however, were partially offset by a 0.8 per cent increase in purchases of clothing and a 0.7 per cent rise in petrol sales, which remain inflated by the rise in oil prices after Iraq's invasion of Kuwait.

Total retail sales were up 3.4 per cent from November 1989, but a sizeable real decline, allowing for consumer price inflation of about 6 per cent.

## Salvador peace call expected

CENTRAL American presidents, at a weekend summit in Costa Rica, are likely to call for a ceasefire in the Salvadoran conflict, in an effort to step up international pressure on the FMLN left-wing guerrillas there, Reuter reports from Managua.

The rebels maintain that their offensive is to force the El Salvador government of President Alfredo Cristiani into substantive negotiations.

## 10 Trains every 3 Minutes!

Designed to handle the increasing volume of traffic, AEG modern railway systems guarantee a higher quality of life in cities.

BUSINESS FOR SALE  
ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

BUSINESS FOR SALE

ALSO APPEARS TODAY  
ON PAGE 20

FINANCIAL

<div style="position: absolute; top:

## UK NEWS

**Dublin's claim to Northern Ireland survives vote**

By Kieran Cooke in Dublin

A BILL to amend articles of the Irish constitution which lay claim to the territory of Northern Ireland has been defeated in the Dail, the lower house of the Irish parliament.

The bill was proposed by the small Workers Party and supported by the Labour party and the main opposition Fine Gael party.

However the governing

Fianna Fail/Progressive Democrats coalition was against the constitutional amendments and the bill was defeated by 74 votes to 66.

Fianna Fail had argued that amending the articles concerned - Articles 2 and 3 - would not be helpful at a time when negotiations to bring about talks between the constitutional parties in Northern

Ireland were continuing.

The Progressive Democrats said that any amendments must form part of a wider constitutional review.

In a separate development Mr Gerry Collins, the Irish foreign minister, told a meeting of the British-Irish Inter-Parliamentary Body in Dublin that all party talks in Northern Ireland could bring about a

"fundamental re-evaluation of all aspects of relationships between our islands."

Mr Collins said that "everything and anything" would be on the agenda if talks took place between Dublin and representatives of the unionist community - including Articles 2 and 3 of the constitution.

Mr Peter Brooke, the Northern

Ireland secretary, described Mr Collins' comments as "very interesting". Mr Peter Robinson, deputy leader of the Democratic Unionists party, welcomed Mr Collins' statement. "The removal of Dublin's aggressive claim would transform relationships between Northern Ireland and the rest of the United Kingdom," said Mr Robinson.

**City abandons hope of swift interest rate fall**

Rachel Johnson, Economics Staff

LONDON'S financial markets yesterday abandoned hopes that an interest rate cut would accompany the release of November's retail prices index for November, which is expected to show UK inflation falling more than one percentage point to 9.7 per cent.

Money market rates adjusted to reflect dimmed expectations of an interest rate cut by Christmas, in spite of data which showed another contraction in monetary growth and a rise in unemployment.

Expectations of an easing today had mounted after Mr Norman Lamont, the chancellor of the exchequer, said last week that large falls in inflation would provide scope for substantial cuts in interest rates.

But, though there is strong evidence of a pronounced economic slowdown, the City is no longer predicting that inflation's fall will provide the catalyst for Mr Lamont to cut interest rates and begin to restore growth to the economy.

In a statement on Wednesday, Mr Lamont signalled to the markets that he would not risk cutting interest rates until sterling strengthened within the European exchange rate mechanism.

This shift of government policy has effectively dashed hopes of an interest rate cut until the pound becomes stronger. Sterling's weakness in the ERM range is severely limiting the ability of the chancellor to soften the impact of high interest rates.

Sterling yesterday failed to close higher against the dollar even though the government had made clear that its high-yield status would remain intact.

Analysts are no longer confident that there will be an easing of monetary policy by as late as March. The interest rate on the three-month sterling contract rose to 14 per cent yesterday before closing at 13%.

**Governor of Bank of England under pressure to reveal details to MPs**

**Harrods Bank disclosure urged**

By John Mason



Leigh-Pemberton: pressure

THE GOVERNOR of the Bank of England came under increased pressure yesterday to disclose information about Harrods Bank to the Commons trade and industry committee after its chairman said he could do so under parliamentary privilege.

Mr Kenneth Warren issued a strong challenge to Mr Robin Leigh-Pemberton, the governor, to give evidence about the bank, saying it was "high time" he responded to the committee's request to do so.

He indicated he might seek the support of the Commons as a whole in persuading him to give evidence.

The committee accepted the director of public prosecutions' conclusion there was insufficient evidence to bring criminal proceedings against the Fayed brothers, the directors of the House of Fraser, which owns Harrods and its bank. However, it has maintained that

confidentiality, prevent him making such disclosures.

However, Mr Warren said that, according to his latest advice, such information could be disclosed to the committee under parliamentary privilege.

Urging him to do so, he said: "I really do hope that the governor of the Bank of England will look very carefully at his position in this matter."

"Bearing in mind he has had since before March 1990, it is high time he responded to the committee's request to do so.

He indicated he might seek the support of the Commons as a whole in persuading him to give evidence.

The committee accepted the director of public prosecutions' conclusion there was insufficient evidence to bring criminal proceedings against the Fayed brothers, the directors of the House of Fraser, which owns Harrods and its bank. However, it has maintained that

Warren said the committee had not yet insisted Mr Leigh-Pemberton appear but emphasised it had the right to do so.

He acknowledged there might be some conflict in law between the provisions of the Banking Act and parliamentary privilege.

However, in such circumstances he said it would be "very surprising" if the Commons as a whole did not act to support the committee and its privilege.

Mr Robin Maxwell-Hyslop, the Tory MP for Tiverton and a member of the committee, said there was no question that Mr Leigh-Pemberton should give evidence.

"If he has declined either to justify his inaction, or report his action to the committee, then I think he should call into consideration his own occupancy of that office," he said.

**CITY REGULATION****Labour plan to curb insider dealing**

By Ralph Atkins

THE OPPOSITION Labour party yesterday set out proposals for toughening measures against fraud and insider dealing in the City of London. It claimed its blueprint would help "promote and enhance" the quality of UK financial services under the present regulatory regime.

Ms Marjorie Mowlam, opposition spokesman on financial and economic affairs, said the current system had to be clarified and improved urgently.

The Department of Trade and Industry had to accept broader responsibilities, legislation should be simplified and civil law sanctions introduced against insider dealing.

She said: "If self-regulation is to continue in its present

form, it must work more efficiently and produce a higher quality of service to consumers and business."

Her proposals, which concentrated on fraud and insider dealing in London's financial centre, stopped well short of proposing any fundamental reform of the present system.

However, she did say that Labour would consider streamlining the number of regulatory bodies.

A Labour paper on the regulatory regime as a whole will be published next year and may see Labour backing a radical change to a system similar to the US Securities and Exchange Commission (SEC).

Ms Mowlam complained about the poor reputation the

DTI had on combating large-scale City fraud. The abuse of inside information demonstrated "a major weakness of London's wide open financial markets".

Labour policy was to "promote and enhance the quality of UK financial services" and to "champion the development of London as a major European and international financial services centre".

Ms Mowlam suggested simplifying the 1985 Company Securities (Insider Dealing) Act so that a successful prosecution would now require only proof that the information came from an "authoritative source" rather than a named person.

The City's regulatory agen-

cies would be given the right to recover, under civil law, compensation. They could then distribute sums to individuals affected. A lower civil law burden of proof and the possibility of compensation for victims could complement criminal liability.

Other proposals included transferring the Stock Exchange's insider dealing team to the DTI, preventing duplication and ensuring no conflict of interest with the Stock Exchange's commercial activities.

Labour would introduce a statutory obligation for company information to be published "speedily" so the scope for insider dealing and fraud was reduced.

**Review of airport charges to cover cost of security**

By Paul Bettis, Aerospace Correspondent

THE three airports in the London area owned and operated by the BAA were referred yesterday to the Monopolies and Mergers Commission by the Civil Aviation Authority.

The 1989 Airports Act obliges the CAA to refer these airports - Heathrow, Gatwick and Stansted - to the MMC every five years.

The CAA said yesterday the MMC would investigate and make recommendations by next November on the maximum increase in airport charges for the five years starting April 1992.

Airport charges are controlled through a formula set by the government for the five years from April 1987 which allows the airports to increase charges each year on the basis of 1 percentage point less than the rate of inflation.

But the airports have since been able to recover through airport charges 75 per cent of the additional security costs they have incurred as a result of the government's recent tightening of airport security regulations.

The CAA has asked the MMC to look particularly at a

number of issues which are expected to have a significant impact on airport charges. These include how additional security costs should be recovered; whether the three airports should be regulated individually or as an airport system; the implication of the 1992 European single market on the airports and their facilities; airport congestion and the BAA's future investment programme.

The BAA has been seeking a more favourable pricing formula because it argues that its capital expenditure is far greater than revenues. The BAA is expected to file a planning application next year for a £250m investment programme to develop a fifth terminal at Heathrow and is considering developing a second terminal at Stansted.

The CAA emphasised yesterday the referral was part of the regulatory procedures under the 1989 Act but it added that the MMC would also report to the CAA on whether any of the airports had acted against the public interest in airport related commercial activities like duty free facilities and air-

bus services.

The Air Transport Users Committee (AUC) warned in its fresh calls yesterday for the development of a new runway in the south-east of England. The AUC's annual report that failure to build an additional runway by 2010 would not only result in considerable inconvenience to air travellers, but cause "massive damage to the UK economy with costs of up to £50bn by the year 2010".

An official government inquiry will tell the BBC to stop advertising its publications and products on its television and radio channels. The only exception will be the Radio Times, the BBC's programme listings magazine.

Meanwhile, the BBC has decided to close The Listener, the broadcasting-based weekly magazine, after 62 years because of increasing losses and declining circulation.

**BRITISH ECONOMY****Invisible trade shows alarming lack of buoyancy**

By Peter Marsh, Economics Staff

WHAT used to be a life raft for the British economy is showing an alarming lack of buoyancy.

Invisible trade - services, interest payments and other financial transfers - as recently as 1986 earned a surplus of nearly £10bn, helping to offset the UK's large deficit on visible goods such as manufactured items.

Over the past four years, however, the surplus from invisibles has gradually declined, to £4.2bn last year. The Treasury is projecting a surplus this year of £2.5bn - which would be the lowest annual figure since 1980. Even attaining this relatively low number is by no means certain, as the first nine months of the year produced an invisible surplus of just £1.9bn.

As the surplus on invisibles has declined, the overall current account deficit has risen, to a record £19.8bn in 1989.

This year the deficit is likely to be about £15bn.

This week the Central Statistical Office said it had found \$200m worth of extra invisibles earnings for 1990 which had hitherto been uncounted.

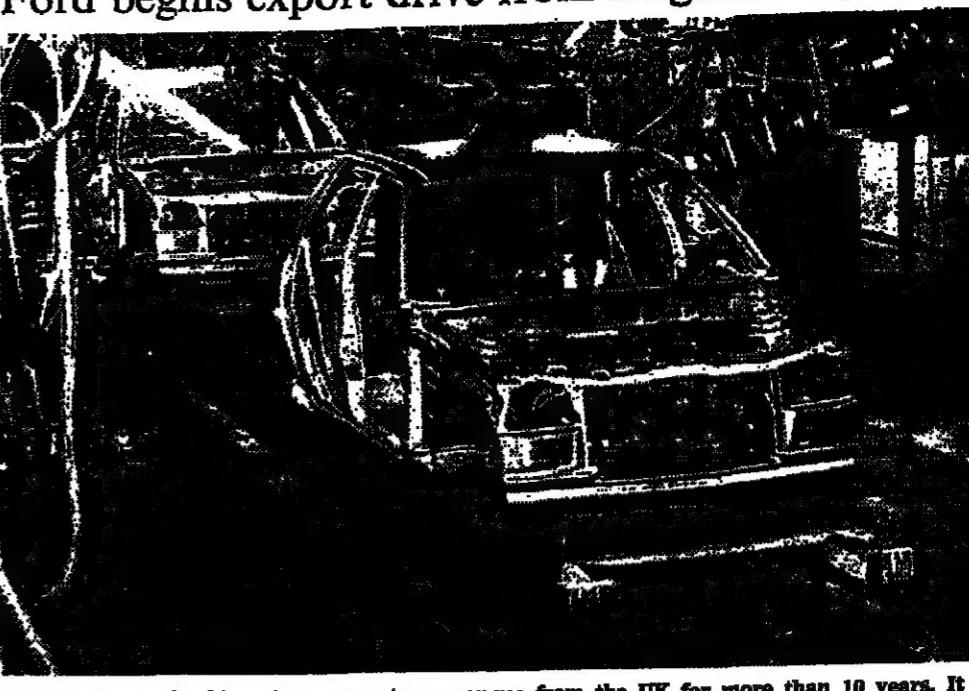
Despite this, the underlying trend worries a number of financial analysts, including Mr Gerard Lyons, chief economist at DKB International, a Japanese-owned securities house. Mr Lyons says: "A few years ago everyone assumed the invisibles surplus would keep on rising. The fact that it hasn't underlines the vulnerability of Britain's position on the balance of payments."

What lies behind the changes? One explanation is that Britain in recent years has become a net payer of cash to European Community institutions - transactions which turn up in the accounts under government transfers. A more fundamental factor is that

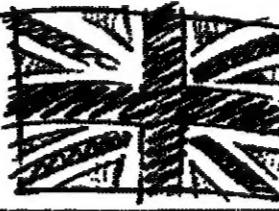
the global competition has increased.

And as more people take holidays abroad, net earnings on tourism and travel have come down.

Helping to depress the overall invisibles surplus has been the relatively low amounts of

**Ford begins export drive from Dagenham plant**

Ford has begun its biggest car export programme from the UK for more than 10 years. It is shipping around 10,000 Fiestas a month from its long-troubled Dagenham assembly plant in the Thames Estuary to continental Europe. The US car maker has been struggling for many years to improve the productivity and quality of the Dagenham plant.

**BRITAIN IN BRIEF****British coal chairman appointed**

Neil Clarke: experience of mining industry

Mr Neil Clarke, chairman of Molins, the UK precision engineering company, will replace Lord Haslam as chairman of British Coal. The appointment of the man who may well take British Coal into the private sector follows a five-month search for a successor to Lord Haslam, who is due to retire later this month.

Mr Clarke, who takes up his five-year post on 1 January 1991, is a chartered accountant by training, but has considerable experience of the mining industry. He made his name at industrial holding company Charter Consolidated.

KPMG Peat Marwick

McLintock, the world's largest firm of accountants and management consultants, has formalised its growing involvement in the actuarial field by establishing a new partnership of consulting actuaries - KPMG Peat Marwick Actuarial Services.

KPMG, like all major accountancy practices, has been providing actuarial services for some time.

Since 1984 these have been provided by an actuarial department within the main partnership.

McDonald's to start recycling

McDonald's, the US-owned fast food chain, plans to introduce a scheme next summer to recycle rubbish produced by its restaurants into commercial products.

The products will include

compost made from food scraps and paper, and a variety of items using recycled plastic.

Some products - trays and perhaps even restaurant seating - will be used in McDonald's own operations.

**Industrial cradle protected**

Mr Michael Bassline, in one of his first planning decisions as environment secretary, has turned down a proposal from

Shropshire County Council to build a new bridge within view of the Iron Bridge in the Severn Gorge.

The Iron Bridge - the most famous symbol of the birth of the Industrial Revolution - has special status as a World Heritage site.

It is, Mr Bassline told the council in a letter, "a civil engineering masterpiece" which "fully deserves to have its magnificent natural setting protected".

**BZW lays off 39 staff**

Barclays de Zoete Wedd, the investment banking arm of the Barclays group, is making 39 people in its UK equities division redundant.

The job cuts and redeployment of staff within the group will affect 19 per cent of the UK equities staff. BZW Equities employs 1,300 people worldwide.

**Scargill avoids resignation call**

An attempt to force the resignation of Mr Arthur Scargill, the president of the National Union of Mineworkers, was sidestepped at the first meeting of NUM leaders since an unsuccessful industrial action ballot.

A move by the union's small Scottish area to call for the resignation of Mr Scargill and



Arthur Scargill: president not to be dislodged

Mr Peter Heathfield, NUM secretary, and reverse the union's stance on pay talks was ruled out of order at an NUM executive meeting.

**Brixton prison condemned**

Brixton prison has been condemned as "corrupting, depressing, seriously underdeveloped and underfunded," in a report by the chief inspector of prisons.

The facilities at the south London jail, where 13 inmates have committed suicide over the past two years, "hardly exist" at all, said Judge Stephen Tumlin.

Britain benefited from \$760m of additional earnings by oil companies.

During the past few years, the annual net earnings from this area have hovered around \$2bn. That may seem disappointing, given the UK's high level of assets held abroad. One reason may be that the owners of the assets are reinvesting the cash overseas rather than at home.

جعفر عاصي

FINANCIAL TIMES FRIDAY DECEMBER 14 1990

**486  
plus  
XGA  
plus  
OS/2  
plus  
o Channel  
plus  
SCSI  
plus  
LAN:**

# The new IBM PS/2. No b

Still interested?

Thousands wouldn't be. At IBM we are well aware that while the benefits of the very latest in information technology are often refreshingly simple, the technical jargon usually isn't.

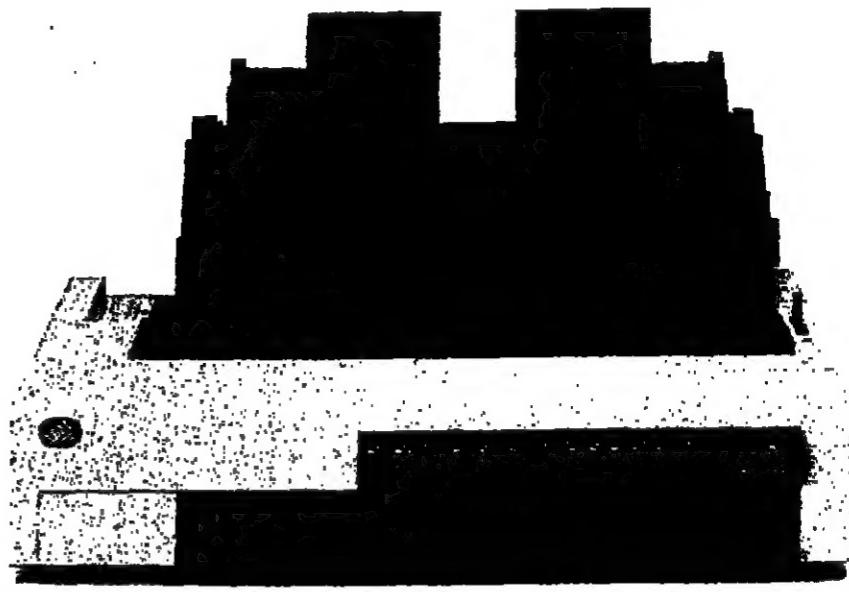
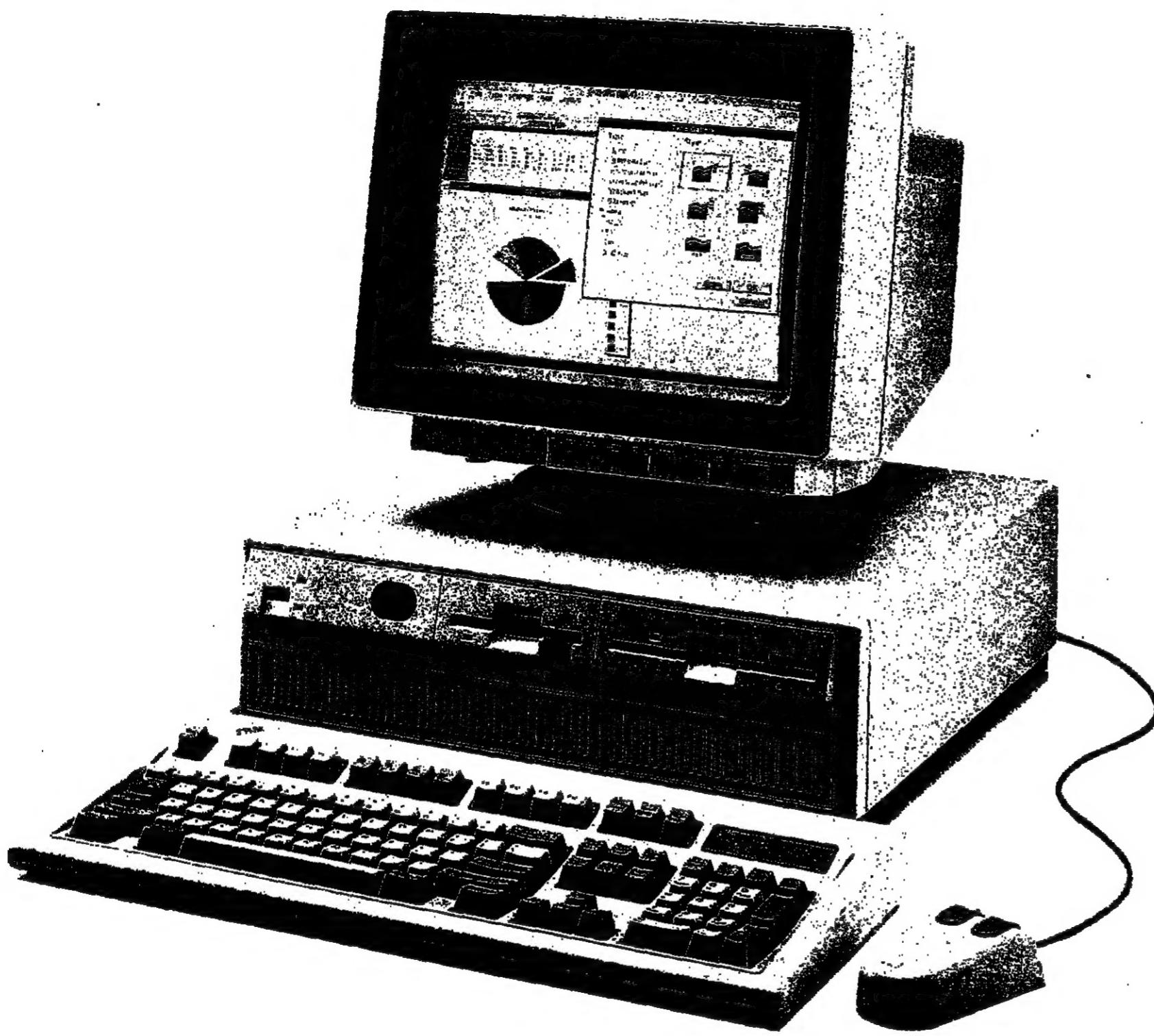
So for those of you who are interested in the

Featuring a 33 MHz processor or a 25 MHz processor (easily upgradable to 33 MHz), they deliver the scorching speed and balanced performance you need for intensive applications like CAD/CAM; financial modelling; and IBM's new multimedia technology.

in graphics display.

It is standard on the new PS/2 Models 90 and 95, and can be added to any existing 386 or 486 Micro Channel-based system.

Its visually stunning performance gives a sharper, clearer picture; and greatly enhanced results for graphics-intensive applications such as



product features which deliver those benefits, read on...

#### **PS/2 Models 90 and 95.**

The IBM Personal System/2 Model 90 XP 486 and Model 95 XP 486.

These represent the leading edge of the technology at the heart of the newly expanded PS/2 range.

From speed and storage capacity, to graphics capabilities and upgradability, they are designed to optimise the power of the Intel 486 processor and deliver outstanding all-round performance.

#### **486 processor power...unleashed.**

The Models 90 and 95 are as sophisticated as they are powerful.

While the new P75 transportable computer unleashes the power of 486 processing for customers who spend their time on the go.

The Micro Channel 32-bit data path, combined with a lightning fast data-transfer rate, optimises the present power of the 486 processor and also provides for future enhancements.

Other innovations include: a multi-level interleaved memory with wider 64-bit data path, to optimise the 486 processor's access to system memory; 8MB memory as standard (expandable to 32MB); 256KB cache option for even greater speed.

#### **XGA. High speed, high resolution graphics.**

XGA (Extended Graphics Array), IBM's new, state-of-the-art graphics system sets a new standard

desktop publishing, image processing and engineering design. Astonishingly fast.

In conjunction with IBM OS/2 version 1.3, better quality character definition improves the rate at which the screen can be read.

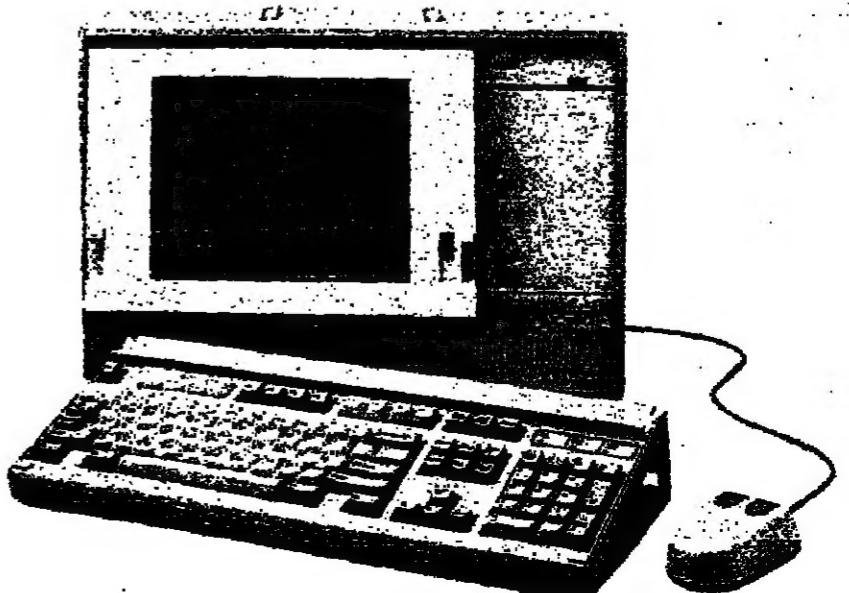
And that's not all.

IBM's new OS/2 is not only smaller than ever before, but offers you up to 25% better performance.

#### **Super-fast SCSI hard disks.**

IBM's super-fast SCSI hard disks deliver state-of-the-art performance.

Additional hardfile expansion bays provide the Models 90 and 95 with enormous storage potential - up to 0.96 Gigabytes on the Model 90 and up to 1.6GB on the Model 95.



John Morris  
Editorial Services

J.P. Vito 15/10

# box can beat this system.

With the addition of the PS/2 External Storage Enclosure the Model 90 can be boosted to 7.68GB and the Model 95 to 8.9GB.

#### *The future, built in.*

The unique design of the IBM Expandable Processor (XP) allows you to take advantage of processor upgrades, to extend the life of your system. With Micro Channel busmaster adapters, you

can incorporate multiple processors – in effect, like adding ‘computers’ to your computer.

Coupled with the industry-standard Small Computer System Interface (SCSI), you will be able to take advantage of new applications and keep building your system, as your business grows.

#### *The IBM LAN. The ultimate network.*

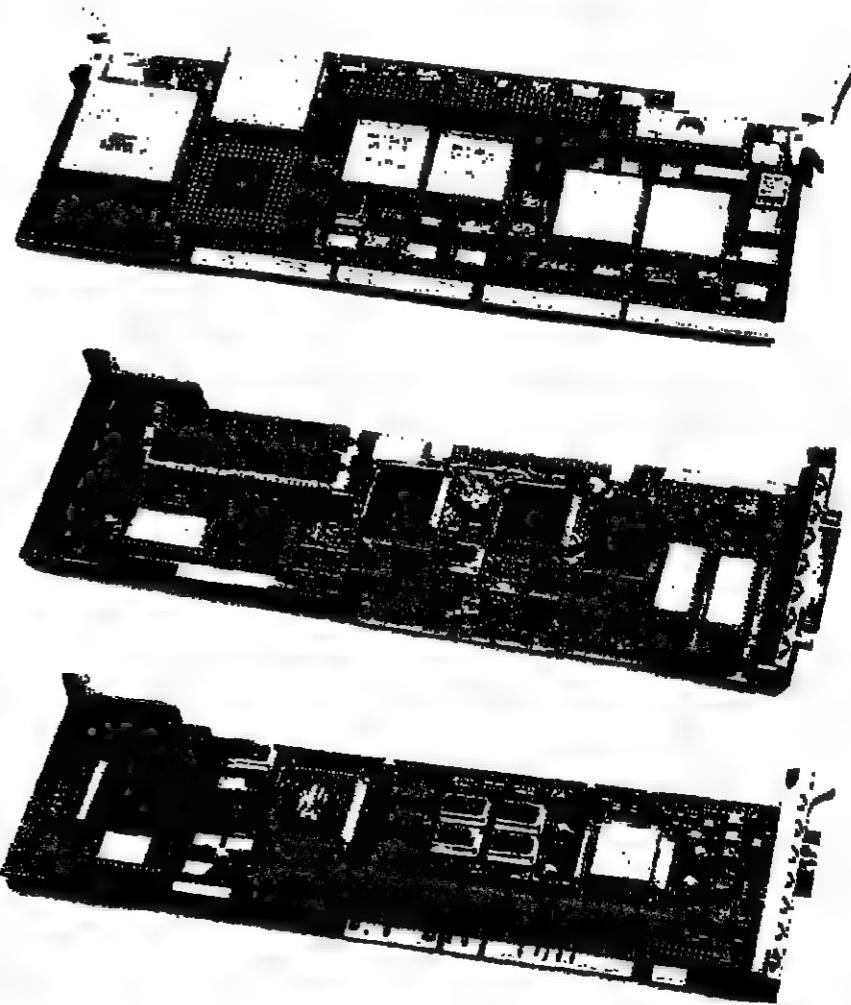
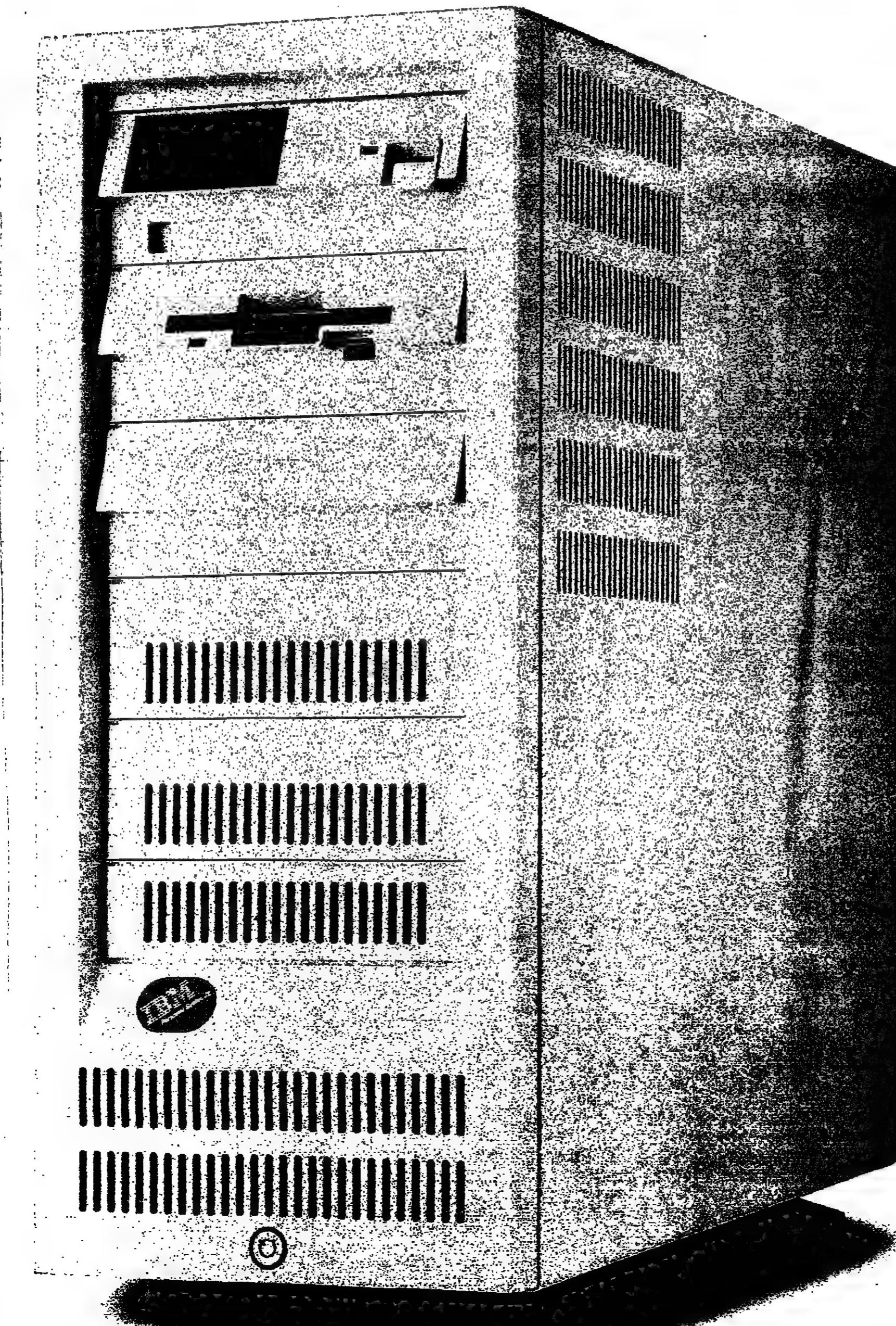
Model 95 offers you an immensely powerful,

high-performance and high-capacity LAN server, while the updated PS/2 Models 80-386 and 65 SX offer quality, lower-cost server alternatives.

You can effectively access the data on your network with the new PS/2 Model 55LS – a cost-efficient workstation with no disk drive, so confidential information can't be removed from the system. (Equally, neither can viruses be added.)

The IBM Token-Ring network optimises the hardware connection between your LAN server and the workstations.

The new Model 55LS comes configured with either a Token-Ring network adapter or an Ethernet



adapter, offering you a choice of network standards.

While powerful new IBM OS/2 LAN Server version 1.3 provides an efficient low-cost LAN software solution.

And with the addition of the IBM LaserPrinter, you can complete your networking system.

To find out more about the remarkable new PS/2 range, visit an IBM Authorised Dealer within our network throughout Europe.

**IBM**

Personal System/2, PS/2, IBM OS/2, and Micro Channel are trademarks of International Business Machines Corporation. 486 is a trademark of Intel Corp.

## MANAGEMENT

# Better tuned to stay on the road

John Griffiths describes how ERF, close to bankruptcy ten years ago, has reshaped itself to withstand a plummeting market

**I**f Peter Foden is a worried man, he shows not the slightest sign of it.

Theoretically, he should be gnawing his fingernails as chairman and chief executive of ERF (Holdings), the UK's last publicly-quoted independent heavy truck-maker.

The UK truck market on which ERF is overwhelmed by nearly one-third this year and by one-half compared with two years ago.

Big truck-makers like the Anglo-Dutch DAF have warned of big financial losses ahead, and job and production cutbacks have spread across most of the industry.

In almost exactly the same market circumstances a decade ago, ERF teetered at the very brink of bankruptcy.

Its product range was chaotic. ERF would meekly fit whatever make and combination of engine/gearbox/axle was demanded by an individual customer's whim.

Its production processes were inefficient. And it was unable to match the big discounts and other marketing support employed by larger rivals desperate, like ERF, to keep assembly lines moving.

Sales plunged. Output came to a virtual standstill. The workforce was more than halved and only particularly understanding bankers allowed ERF sufficient time to pull through the crisis.

Yet ten years later, it is ERF which has survived to retain its independence and thumb its nose at the fates of Bedford - sold off to the entrepreneur David JB Brown by General Motors; Leyland Vehicles, now part of DAF; and Ford's truck operations, placed into a joint venture with Italy's IVECO.

And Foden, a burly, moustached figure whose well-developed sense of humour belies an appearance which is the archetypal type of the hard "muck and brass" North Country businessman, insists that ERF's survival is not in doubt despite the severity of the current recession.

"We've seen it all before.

This time round, I'm perfectly comfortable - if you allow for the fact that no one likes having to introduce lay-offs.

"We've got lots of cash. We're looking three years ahead. We don't believe in 'short-termism', and a downturn of 12 months or so is something we can now take in our stride."

Even before disclosing its 1990 interim results on Wednesday, Foden was making no attempt to disguise the fact that there would be a deepening of the losses into which ERF plunged in the second half of its financial year (ended last March 31), after four years of sustained profitability which saw a record £7.83m, pre-tax, achieved the previous year.

Before the market slumped, analysts had been predicting

try maintain that further cuts of two or three percentage points will be needed before truck operators even start to regain confidence.

Most in the industry will be pleased if there are signs of upturn by the second half of next year.

Foden can point to ERF's legacy of the mid- and late-1980s boom years - accounts showing consolidated net assets of £29m and no borrowings - as evidence of the Sandbach, Cheshire-based company's ability to stay on the road, helped by a rights issue last year which raised £6.1m, the recent sale of a plastics subsidiary for £4.5m and £3m from selling a 37.7 per cent stake in a South African truck-assembly subsidiary.

Now, he denies vehemently, is there the slightest chance of scaling down a recently-launched 25m development and retooling programme, intended mainly for a new generation of cabs to be launched in less than two years' time.

"Short-termism is not practical in an industry where product development needs long-term investment in terms of monetary and management resources."

The contention that ERF currently is on top of the situation is given some support by deft footwork carried out as far back as August last year, when truck sales overall still seemed to be booming. Nevertheless ERF's board decided to cut 65 of its 1,100 jobs and start reducing production in expectation of a downturn.

There was little time for rivals' rumour-mongering, before they were starting down the same cutbacks road. Since then, ERF has reduced its workforce to just under 900, partly through natural wastage; output is battened down to seven trucks a day from a peak of 21 two years ago; and there will be four-day working in January.

Even ERF's loss of market share at a greater rate than the market itself is falling appears to be viewed pragmatically.

Rod England, ERF's market-



Peter Foden: "A downturn of 12 months or so is something we can take in our stride"

ing director, describes some of the deals now being offered by some truck-makers desperate to keep production lines moving as absurd - up to 20 per cent off list prices, with other incentives worth several thousand pounds more, on £50,000 heavy trucks.

Foden stresses two main factors as having changed ERF's viability. The first is the product rationalisation in the early 1980s, which, in Foden's own words, "stopped us being a fruit salad maker".

Out went the wide array of engines, gearboxes and axles, from a variety of manufacturers, with which ERF had been willing to make virtually customised trucks for individual operators at a high, but unrecuperable, cost.

In came a more standardised truck range built around Cummins engines, Eaton transmissions and Rockwell axles on a more modular basis.

Individual truck operators can be as subjective and prejudiced about truck engines and gearboxes as any car enthusiast, and there were plenty in the commercial vehicle world who predicted that ERF would have a customer revolt on its hands. As it turned out, deserters from the marque have been few.

And the simplified production processes also made easier the second key decision: to cut the number of operations undertaken in-house.

Presuming it succeeds, ERF does not rule out an orderly expansion into the Continent in the longer term, as the single European market takes shape - and particularly if the

## Efficiency as the only benchmark

Hazel Duffy considers the consequences for public services management

All the results of good nursing can be spoilt by petty management controls, and that means hierarchies, and sets of procedures, which antagonise the professionals.

**F**lorence Nightingale, 1859

Christine Hancock, general secretary of the Royal College of Nursing, describes the gulf between managers and nurses in today's National Health Service more graphically than the eminent founder of her profession.

"We don't even have a common language," she told a recent seminar on the issues facing managers and professionals. She illustrated her terse observation by referring to the approach taken by a nursing team in a geriatric hospital who wanted the seats of the toilets raised for the comfort of their charges. Management was silent to their pleas, until the team presented the request as the means to cut down on the amount of soiled laundry, and therefore on the laundry bills. The argument was that the day.

The efforts of government to gain control over managers in the public sector dominated the 1980s, said Sue Richardson, a director of the Office for Public Management, which organised the seminar.

But sometimes politicians' efforts had unforeseen consequences. Take the 20 per cent manpower cuts imposed on the Central Statistical Office, justified in the name of efficiency. One serious, but unforeseen result, was that Treasury forecasting suffered.

The problem was that efficiency was too often seen as the only benchmark in public sector management, and it had to be centrally directed. If managers are ever to get anywhere, they must go "with the grain of the professionals," said John Stewart, professor of local government at Birmingham University.

Take teaching, for example: the government this week decided to subject teachers to a formal assessment programme - thus indicating that it does not trust the teachers to devise their own measurement.

Unlike the private sector, where the customer is an individual who purchases the product or service, there are several "customers" of the classroom - child, parent, potential employer - who all have needs to be met.

If politicians are really serious about giving the customer of the public services a better deal - and that includes almost everybody in the UK - it has to bridge the yawning gap between the people who manage and the people who practice in the public sector.



MANAGING IN RECESSION

profits of up to £10m. Instead, the £2.27m for 1989 overall disguised a second half loss of £474,000.

The market was well prepared, therefore, for Wednesday's disclosure of an interim loss, before extraordinary items, of £1.5m and a halving of interim dividend, to 2p per share. The fact that ERF's share price closed that evening up 5p at 80p indicated that the market shares a little, at least, of Foden's confidence, although, like most truck-makers, the closing price was but a shadow of the 500-plus levels reached in 1988/89.

Despite the recent one per cent cut in base rate, Foden and most others in the industry

Austria. In most respects, it has become just like the majorly of North American truck-makers in that it is now essentially an assembler of other manufacturers' parts. As a consequence, says Foden, "we do not have huge machine shops and foundries; all we have to do is turn off the tap from our suppliers."

The tap is now turned to a relative trickle. By the time this year is out, ERF will have done well to produce and sell 2,000 trucks.

One stunningly obvious countermeasure for ERF is to develop export markets. But ERF currently is much more concerned with conserving resources than committing itself to the uncertain success of "professional tyrrany".

Henry Minzberg, of the McGill University faculty of management, and member of the King's Fund College, makes a special study of "organisations". He identified the problem as doctors wanting to control every decision the hospital makes, but also wanting to be outside the hurly-burly of day-to-day administration. They then cause havoc when changes are brought in.

Managers, however, often do not appreciate that professionals approach varied tasks in different ways, suggested Minzberg. When a patient has a cardiac arrest, everybody knows what to do. They work as a team. But medical practice also requires professionals to be innovative. Then people need to be given scope to work independently.

But governments are unhappy with any suggestion of a discretionary approach. They want to control organisations, so they set up bureaucratic machines to implement

Spain. Host to the Olympic Games and 1992 Seville Universal Exposition.

## The 1992 Universal Exposition actually began ages ago.

You are in Seville, where the setting sun paints the buildings gold and your camera is poised to capture the magic of the Torre del Oro near the Guadalquivir River, before night falls.

Although the city will be made even more famous by Expo '92, it is already a permanent exhibition for centuries of Spanish culture.

To see for yourself you only have to stroll round the picturesque quarter of Santa Cruz. Wonder at its majestic Gothic Cathedral, one of the biggest in the world. Admire La Giralda. Visit the Alcazar Real and the Casa de Pilatos. Or join in the colourful "Feria de Abril" when the townspeople dress in splendid Andalusian costumes, flamenco dancers spin in a whirl of colour, horses parade majestically, wine flows and "taps" are enjoyed.

Now, you sit down with a glass of sherry and reflect that the 1992 Universal Exposition may only last a year. But the exhibition of Seville will go on for centuries. Consult with your travel agency.



Spain. Everything under the sun.



# Nissan Primera. Compare this to what you call performance.



1992 Universal  
osition actually  
in ages ago.

Nissan announces the Primera.

A car that has spent the past several years as the centre of attention of test tracks, windtunnels and test teams across Europe.

A car that was in fact built for only one, much more important, test.

You are that test (in fact you could say, the Primera was built to be compared).

Let's start with the engine compartment and take the Primera's performance as an example.

Firstly you notice that every gasoline powered Primera model is equipped with a 16 valve DOHC engine designed to take up less space and deliver more power.

This means we can offer you the

following numbers for comparison.

The Multi Point Injection 2.0E engine: 150 hp and a top of 220 km/hr. The Single Point Injection 2.0i engine: 115 hp and a top of 200 km/hr.

The completely new Multi Link Front Suspension system ensures incomparable roadholding, on byways and highways, be they pebbly or asphalt smooth.

The sophisticated aerodynamic exterior design contributes to a low cd-value and a high resistance to side-winds.

However, the Primera was not created merely as a technical advancement over other cars. Its comfort, its styling, its quality- all are designed to stand up to your scrutiny.



As you realise as you take a close look at

its interior.

And as soon as you sit back and think about the bumper-to-bumper 3 year warranty we give you.

And your comparison is not only true for the four door sedan but also for the five door hatchback and station wagon.

There now seems to be only one question left unanswered: when would you like to compare the Primera?

NISSAN

**Nissan Primera.**  
**The new performance car for a country called Europe.**

## THE PROPERTY MARKET

# Employment and orders crumble

By Vanessa Houlder

"ARCHITECTS' practice ceases trading" . . . "Surveyors feel the pinch" . . . "Construction industry warns of collapse". Headlines like these have been thick on the ground in recent months, leaving few doubts about the pressures on property-related businesses.

In the construction industry, the failure of companies such as Farr, J.M. Jones, Rush & Tompkins, Brunt Holdings and Emsons, is tip of the iceberg. Up to 30,000 small and medium-sized builders could stop trading this year, according to a survey by Barclays Bank. The Building Employers Confederation has estimated that 150,000 construction jobs will be lost this year and next as a result of the recession in the housing and commercial property markets.

Similarly, for architects the squeals of the quoted sector are echoed by countless smaller firms. D.Y. Davies, a south-east firm warned recently that it would make a interim loss. The Company of Designers has warned that it expects to make a loss for the year.

Conditions have deteriorated in the past few months. Stellar WRM Associations, a long-established

Bath firm of architects which recently went into liquidation, had enough business to last it a year three months ago. Within six weeks, every major project was cancelled and the firm went under.

Architects thrown on the job market may have to rely on their own resources. "A lot of people who have been laid off have started up on their own," says Mr Chris Palmer, a spokesman for the Royal Institute of British Architects. Self-employment is common in the industry and start-up costs are low. Moreover, architects tend to be generalists and can switch their attention to what little work exists.

Surveyors have also sunk deeper into the mire in the past few months. So far, the only quoted surveyor to have announced the result of the last six months is Baker Harris Saunders, which this week announced a drop in pre-tax profits from £609,000 to £455,000. Yet six weeks ago, Sinclair Goldsmith Holdings revealed its figures for the six months to the end of November will show "a sizeable loss".

Some companies have been much worse hit than others. Generally, the best placed are those with val-

uation, management and rating business, whereas the hardest hit have been those who depend on income from lettings and deals. These companies are having to wait longer for their fees (up to two years, according to Baker Harris Saunders) because buildings are taking longer to let. Bad debt problems are also prominent, particularly among those dealing with fringe developers. Surveying firms on the list of Citygrove's creditors were owed a total of £380,000.

Small and medium-sized firms are particularly badly affected. If buildings are difficult to let, most landlords will tend to use the best-known agents. "Work is polarising towards large firms at the expense of small firms," says Mr Michael Baker, managing director of Baker Harris Saunders. "A lot of city firms will be reduced by half," he adds.

Surveyors have made widespread redundancies. Baker Harris Saunders has shed 15 per cent of its staff since the peak - a fall which is "in line with the competition". Many companies have drastically scaled down their graduate recruitment to the despair of many newly-qualified surveyors. "It is a very bad time to be job hunting," says Monica Idnani, a consultant at MSL Recruitment Consultancies. "Graduates will take anything they can get."

Expectations may be scaled down throughout the industry. "One of the problems with our business is that basic salaries are too high,"

says Mr Baker. "The need for good, committed people meant that 22-year-olds earn £20,000, £20,000 a year. Long term, the industry has to look at that."

Property company accounts may be true and fair but that, for many of them, is where their virtue ends. Different formats and accounting policies hinder comparison between companies and too often, the initial impression is greatly at odds with that given by a careful perusal of the notes.

It is a long-standing problem that has become even more acute in a testing market. So much so that Stoy Hayward, the accounting firm, recently asked a team of investment analysts, accountants and academics to find the most informative set of accounts.

The winner was MRPC, the UK's second largest property company. Its annual accounts are crammed with lengthy reviews, notes to the accounts (14 pages in the 1990 version), details of every building valued over £5m, an analysis of its portfolio as well as a plethora of unusually pretty pictures.

It is not alone. Several other large companies, most notably Land Securities and Capital & Counties are commendably informative. However, the accounts of many smaller companies - with the honourable exception of A & J Mucklow, a Midlands-based developer and investor in industrial property, which was commended in the award - range



from the reticent to the confusing.

The main shortcomings of property accounts concern:

- Capitalisation of interest.

Although almost every property developer capitalises interest (on the grounds that interest charges are an inevitable cost of erecting a building) there is little unanimity about when to stop. Some auditors allow it to continue until the income from the development exceeds the interest cost; others decide to call a halt, say, a year after the building is completed. Others still, allow capitalisation until a certain percentage of space has been let in the building. For the analyst, confusion reigns - particularly as the disclosure of the policy used is often inadequate.

- Off-balance-sheet finance.

By forming associate companies to accommodate joint ventures, some companies give just the sketchiest details about their debt. The new accounting standard that takes force in the new year will insist on greater disclosure. A promised new accounting standard, born out of Exposure Draft 42, may clamp down even more on off-balance-sheet anomalies.

- Treatment of sales of investment properties. Sometimes these are included in the profit available for dividend, sometimes as extraordinary items.

too historic, with insufficient attention given to future prospects or to development finance.

- Inadequate breakdowns of income and assets by location and type of property.

Most observers claim that the obtuse nature of accounts is not deliberate - and indeed would take little effort to put right. "Most companies have this data and it would not be too difficult to put it in the accounts," says Richard Barkham of the University of Reading.

However, on some matters, further action is required by the accounting industry. For instance, it may be that in the development cycle in 1992 is a good time to tighten up the rules on capitalised interest. In the meantime, Reading University will publish a paper in the New Year giving recommendations for more informative accounts.

The world's leading fine art auctioneer  
**SOTHEBY'S**  
FOUNDED 1744

Seek space for their new saleroom near London

- Development land of six acres or building/complex 80,000-100,000 sq.ft. including offices, warehouse and saleroom
- M3/M40 triangle with direct access to Heathrow, near to London Underground and British Rail
- Freehold or leasehold considered Design and Build proposals welcome
- Contact sole surveyors. Ref. IMH

**CONRAD RITBLAT & CO**  
Consultant Surveyors & Valuers  
14 Manchester Sq. London W1A 1SA  
**071-935 4499**

**100% TAX ALLOWANCE  
10% YIELD (NET)  
(UP TO 16.5% GROSS)**  
**SWANSEA  
ENTERPRISE ZONE**

LAST REMAINING UNITS  
FOR SALE TO SUBSTANTIAL INVESTORS  
EARLY COMPLETIONS REQUIRED  
FOR IMMEDIATE DETAILS CONTACT:  
**INVESTING IN ENTERPRISE LTD**  
TELEPHONE 0273 24122 FAX: 0273 26077

**Development Site  
for a Prime Hotel &  
Conference Centre by  
Hilstone Developments Ltd**

Located at Morn Hill,  
Winchester, Hants on 14 acres.  
Outline planning consent for  
120 bedroomed Hotel, Conference Centre,  
Leisure Centre and Exhibition Hall.  
Situated close to M3, junction 10 and the  
City of Winchester.

Offers in excess  
of £2,000,000  
for the freehold  
Contact Paddy Jeffries:  
Corporate and Acquisition  
Division 071-799 2121

**CHRISTIE & CO**  
**CORPORATE**  
AND ACQUISITION

**FOR SALE  
PRE LET**

Enterprise zone investment, Park View West, Hartlepool  
- 2,000 sq ft Industrial Unit  
- Rental £8,000 per excl.  
- Price £94,000  
- Post tax yield 13.6%

Lease details/tenants accounts available on application.  
Contact: Colliers Stewart Newell Ref: DSN. Tel: (011) 2322036

OTHER ENTERPRISE ZONE INVESTMENTS ALSO AVAILABLE  
UP TO £4M LOT SIZE.

**Enterprise Zone Developments****100% Tax Relief**

FOR INDIVIDUALS AND COMPANIES  
100% IBA's are available on Industrial and Business units in two of the  
UK's leading Enterprise Zones:

CORBY & TYNESIDE  
with GUARANTEED construction completion before  
the end of their designated period - mid 1991.

Investment Opportunities are also available within post '91 zones  
Prices range from £70,000 to over £25 million for individual properties

Contact: Claire Hobson  
EZD Property Group Plc, World Trade Centre, London E1 8UN. Tel: 011 480 7513

**Ezard London**

**071-409 2121**

**071-493 8184**

**CAN YOU AFFORD TO IGNORE THIS?  
£20 per sq ft**

**FIXED UNTIL THE 3rd YEAR**

2,000 sq ft of newly refurbished

Office Accommodation

**SOHO W1**

TO LET

ALL ENQUIRIES

**SKINNERS**

071 588 5805

## SWAP YOUR 071- FOR AN 041- AND SAVE 30,000,000!

Your company could save up to £30,000,000 a year  
in occupational costs by relocating to Glasgow.

We have a single building offering 300,000 sq. ft.  
of office space available 1992, finished to the highest  
specification and standard with over 900 parking  
spaces at an occupational cost of under £25/sq. ft.

It all adds up to a very attractive proposition.  
Call Peter Campbell now on 041 226 5204.  
- he's got all the answers.

**LONDON  
BERKELEY SQUARE**

Elegantly furnished,  
luxurious office suites for  
frequent or infrequent use  
are immediately available if  
you require prime London  
office representation, with  
full service.

For further details, contact  
Fiona Gibbs:  
Nightengale Socotra  
3 Berkeley Square  
London W1X 5HG

Tel: 071-629 6116  
Fax: 071-491 4811

**£4.00 per sq ft**  
**2500 sq ft HIGH  
QUALITY OFFICES**

12 minutes from M62;  
close to Leeds/Bradford  
Airports

Ideal prestige  
Northern Office.  
Short or Long Term  
lease.

Call: 0252 319222

**FOR SALE ON  
WAKEFIELD ENTERPRISE  
ZONE**  
**1.6 ACRES WITH FULL  
ALLOWANCES**  
RING 0423 871884

**INTERNATIONAL PROPERTY**

**Zurich Airport/Switzerland  
Spring 1993**

**8000 m2 OFFICE SPACE**

**for sale or rent**

5 minutes from Zurich International Airport there is an  
extremely attractive office and trade center being built.  
Are you interested? For further details kindly contact:

Uta AG

P.O. Box

8050 Zurich/Switzerland

**YOUR MAIN OFFICE IN PARIS  
66 AV. DES CHAMPS ELYSEES**

With part-time offices

Trilingual Secretariat

ABC LIV

At your service since 1978

Tel: 33.1.42.89.87.39 Fax: 33.1.42.89.87.30

Bruges area

Write to Box No: HT223 Financial Times,  
One Southwark Bridge, London SE1 9HL

THE EIX

COM  
WHI

THE EIX

Here is where  
business hub a

Your company w

video to telepho

The Eix Maria Ti

Solid

CU

J. V. H. 150

## TECHNOLOGY

**F**or Amgen, today is the day of reckoning. The US Food and Drug Administration advisory committee is scheduled to consider approval of the biotechnology company's second pharmaceutical product, a drug that is expected to become the biggest selling biotech product to date.

Approval would confirm Amgen's role as the world's leading independent biotech company and ensure continued steep revenue growth. It could also set the company on a path towards achieving its ultimate goal of becoming a leading independent multinational pharmaceuticals company, the first to emerge from the biotech industry and one of the leading top drug companies formed in the past 50 years.

Amgen's ambitions fly in the face of the prevailing trend in the biotechnology industry toward mergers and consolidations. According to a recent survey conducted by Ernst & Young, fully 40 per cent of US biotechnology companies expect to be acquired within the next five years.

The trend has been set by industry leaders. Genentech, the largest biotech company, sacrificed its independence earlier this year when it merged with Roche Holding to gain a deep-pocketed parent as well as the advantages of an established sales and marketing organization.

Similarly, industry pioneer Cetus recently announced that it has abandoned its dream of becoming a leading independent pharmaceuticals company and is actively seeking "strategic partners".

But Amgen is not deterred. "Absolutely, our goal is still feasible. It becomes more feasible with every passing month," claims Gordon Binder, Amgen's chairman and chief executive. So what makes Amgen different?

The first requirement is great products, says Mr Binder. Partly through luck, he acknowledges, Amgen has hit two "home runs" with its first products. First-year sales of Amgen's EpoGen (erythropoietin), a drug to treat anaemia in kidney dialysis patients, were over \$100m, setting an industry record.

Neuropogen (recombinant granulocyte colony-stimulating factor), the subject of the FDA advisory committee hearing this week, could be an even bigger seller, though it is expected to take off more slowly. The new drug helps to boost the body's immunity to bacterial infections and has

been extensively tested among cancer patients undergoing chemotherapy. While chemotherapy kills cancer cells, it also damages the white blood cells that normally fight off infections. Neuropogen helps to restore immunity allowing higher doses of chemotherapy at lower risk of infection.

The drug may also prove useful in boosting the immunity of AIDS patients and those suffering from leukemia. But bringing powerful new drugs to market requires far more than good luck. Amgen's secret is "careful planning", Binder claims. "We have tried from the very beginning to plan ahead. We have always had the attitude that action plans are supposed to happen. That is an orientation that is lacking at many biotechnology companies."

Amgen's approach to one of the most critical problems facing biotechnology companies - how to decide when and whether to abandon a line of research or step up development efforts - demonstrates the mix of financial discipline and scientific expertise that the company brings to the biotechnology business.

When laboratory results begin to show promise the company forms a "product development team" jointly chaired by a scientist and a business executive, typically a marketing manager. This team remains responsible for the potential product throughout ensuing research and development, trials, clinical studies and the approval process.

Producing successful products is only part of the challenge, however. Like all biotech companies, Amgen must constantly balance Wall Street's demands for short-term profits with the need to pour funds into long-term, often highly speculative, research. It is this conundrum, more than any other factor, that has convinced some industry analysts that the best route for biotech companies is the one taken by



Genentech - merger with an established pharmaceuticals company.

To date, however, Amgen has managed to keep both the balance sheet and the research side healthy. Amgen has turned a small cumulative net profit since its initial public offering in 1988. For the first six months of fiscal 1990, revenues were \$150m, up from \$85m in the first half a year ago. Net income rocketed to \$25.4m from \$4.7m. This is in sharp contrast to the financial performance of other biotech companies such as Cetus, which has racked up cumulative losses of over \$165m over the past seven years.

Another critical constituency for Amgen is government regulation. Throughout the years of clinical trials that must be conducted before the FDA considers approval of new drugs, Amgen has spent heavily to maintain close relations with regulators. Once products are approved by the FDA and foreign regulators, marketing and sales operations begin. Over the past 12 months, Amgen has built up one of the larger US salesforces in the drug industry and the company is in the process of creating its own sales operations in Europe.

Amgen is gradually weaning itself from reliance upon marketing partnerships with established pharmaceuticals companies. Amgen shared sales rights to EpoGen with Johnson & Johnson in Europe and Kirin Brewery in Japan.

With its second product, Neuropogen, Amgen will extend its own sales and marketing to cover North America and Australia and collaborate with Hoffman-La Roche in Europe as it builds up its own European sales force. The co-operative arrangement will "show Amgen the ropes in Europe for selling subsequent products there on its own," explains Harry Hixson, Amgen president and chief operating officer.

Maintaining a flow of new products is essential if Amgen is to achieve its ambitions. Some will come through licensing arrangements, others Amgen will develop in its own research lab.

Yet while Amgen appears to be heading in the right direction, the company still faces several potential roadblocks.

Like most US biotech companies, Amgen has become embroiled in legal battles. The company is involved in a patent dispute with Genetics Institute over EpoGen. An appeals court ruling is expected early next year, could end Amgen's exclusive US rights to sell EpoGen.

A broader issue facing Amgen and other biotech drug makers is the rising concern in US government and the health care industry circles over drug prices. While the biotech industry maintains that profit margins must be high in order to sustain the high costs of research and development, politicians and health care providers are accusing the biotech industry of overpricing.

Binder's view is, "When you develop a drug that really works well, you are bound to be seen as a cause of rising health care costs because doctors will want to prescribe it and people will want to buy it." He concedes, however, that drug prices will be a big issue in the future.

Amgen's immediate challenge, however, is to bring Neuropogen to market. The company is quietly confident that it will win FDA approval for the drug. But nothing is certain. Just four months ago, the biotech industry was hit by a shockwave when a similar FDA advisory committee called for further evidence of the efficacy of two biotech drugs that many thought were certain to be approved.

Any delay in approval for Neuropogen would be a serious setback for Amgen that could throw the company off track and have repercussions throughout the biotech industry. For all of its careful planning, Amgen can now only wait and see.

React to help visually handicapped people find and use public machines, such as pedestrian crossings, ticket gates or cash dispensers.

React is an electronically coded card made by GEC-Marconi and is designed to trigger recorded messages in machines in public places. Transceivers in the designated machines emit a continuous radio signal. Circuits in the card reflect the signal back to the machine, triggering the message.

A pilot scheme is underway at London's Great Portland Street tube station, in which someone walking towards a ticket gate hears a message stating whether it is an entrance or an exit. A second trial next spring will enable people to use the card to get more than to cross busy roads.

Transceivers are tuned to traffic light will emit a sound when a person with the card is within a few feet of the post and change the lights to red.

**WORTH WATCHING**

by Delta Bradshaw

## Talking point for machines

ALMOST every piece of equipment, from the largest item of industrial machinery to the domestic coffee maker, has an electronic controller attached to it.

Now a Californian company has developed a controller which can not only supervise the individual machine into which it is built, but enables the machine to talk to others which use the same controller over a network.

The Neuron chip, from Echelon Corporation, of Palo Alto, could be used to monitor and control equipment in a factory, office building, or home. Up to 32,000 controllers can be connected in a single network.

Small networks of Neurons could also be incorporated into individual products, such as photocopiers or lighting systems. Eventually, a handful of Neurons could be used to control all the functions in a motor car.

Echelon believes the low cost of the chip - the initial price will be around \$10, but could eventually drop to \$1 - will prove attractive. Echelon has kept the cost down by combining the latest semiconductor, computer and communications technologies on the chip.

Motorola, of the US, and Toshiba, of Japan, will be making the controller chips, which should be available early next year.

## Coded card will guide the blind

BLIND people are being given an electronic helping hand to assist them cope with an increasingly technological world, writes Lynton McLain.

The Royal National Institute for the Blind has launched

through a database on which is stored information on 5,500 computer systems suppliers, 25,000 proven software packages and approved maintainers.

Maurice Hamill Associates, of Chorley, has spent 12 years and £2m in developing the database. Information can be retrieved through a phone call or, for larger companies, by tapping directly into the database over a phone line.

## Scales of digital justice for baby

ONE hundred and fifty thousand solar-powered weighing scales will soon bring an appropriate high-tech solution to the problem of weighing infants accurately anywhere in the world, writes Geoff Tansey.

The scales are being produced by Unisys, which has been given the rights to the scales by the Australian International Development Assistance Board (AIDAB).

The new scales, which look like bathroom scales, use a solar cell or battery for power. A rust-proof enclosure, expected to last at least 10 years, covers the measuring balance. This is linked to a converter that produces a digital display of the baby's weight.

The mother is weighed and then the mother and baby together, with the scales calculating the difference between the two.

Unisys is discussing manufacture with various companies to produce the scales over the next four years.

## New window of opportunity

THE latest graphics software, Windows 3, is used in the most serious business applications. It is also being used as the latest executive toy.

For those executives who like to play backgammon, E F Dickey, of Illinois, has exploited the graphics capabilities of Windows to produce a highly recognisable backgammon board. The interactive game is being sold in the UK by Windows for the World, of Lewes, Sussex, for £29.95.



## WORTH WATCHING

by Delta Bradshaw

## Talking point for machines

ALMOST every piece of equipment, from the largest item of industrial machinery to the domestic coffee maker, has an electronic controller attached to it.

Now a Californian company has developed a controller which can not only supervise the individual machine into which it is built, but enables the machine to talk to others which use the same controller over a network.

The Neuron chip, from Echelon Corporation, of Palo Alto, could be used to monitor and control equipment in a factory, office building, or home. Up to 32,000 controllers can be connected in a single network.

Small networks of Neurons could also be incorporated into individual products, such as photocopiers or lighting systems. Eventually, a handful of Neurons could be used to control all the functions in a motor car.

Echelon believes the low cost of the chip - the initial price will be around \$10, but could eventually drop to \$1 - will prove attractive. Echelon has kept the cost down by combining the latest semiconductor, computer and communications technologies on the chip.

Motorola, of the US, and Toshiba, of Japan, will be making the controller chips, which should be available early next year.

## Coded card will guide the blind

BLIND people are being given an electronic helping hand to assist them cope with an increasingly technological world, writes Lynton McLain.

The Royal National Institute for the Blind has launched

## LEGAL NOTICE

## NOTICE OF PENDENCY OF CLASS ACTION, PROPOSED SETTLEMENT OF CLASS ACTION, SETTLEMENT HEARING, AND RIGHT TO APPEAR AT HEARING TO BE HELD ON JANUARY 14, 1991

## SUMMARY NOTICE

TO: ALL PERSONS WHO ACQUIRED THE PUBLICLY TRADED SECURITIES OF FIRST INTERSTATE BANCORP DURING THE PERIOD FROM OCTOBER 21, 1987 TO NOVEMBER 1, 1990, OR WHO ACQUIRED THE SECURITIES OF FIRST INTERSTATE BANCORP PURSUANT TO THE PROXY/PROSPECTUS AND REGISTRATION STATEMENT ISSUED IN CONNECTION WITH FIRST INTERSTATE BANCORP'S PURCHASE OF ALLIED BANCSHARES, INC.

THE DEFENDANTS HAVE AGREED TO A SETTLEMENT OF THE LITIGATION WHICH PROVIDES FOR BENEFITS TO CLASS MEMBERS IF THE SETTLEMENT IS APPROVED BY THE COURT. THE SETTLEMENT FUND WILL BE \$9200,000 (PLUS INTEREST ACCRUED THEREON).

YOU ARE HEREBY NOTIFIED, pursuant to Rule 23 of the Federal Rules of Civil Procedure and an Order of the United States District Court for the Central District of California dated November 27, 1990, that a hearing will be held on January 14, 1991, at 10:00 a.m., before Judge Rea, United States District Court for the Central District of California, at 312 N. Spring Street, Los Angeles, CA 90012. The hearing is to determine whether the proposed settlement of the consolidated Class Action against First Interstate and certain of its officers and directors should be approved by the Court as fair, reasonable and adequate, whether the application for attorneys' fees, reimbursement of expenses and payments to the named plaintiffs should be approved, and whether the consolidated actions should be dismissed on the merits and with prejudice.

IF YOU PURCHASED OR ACQUIRED FIRST INTERSTATE BANCORP SECURITIES AS DESCRIBED ABOVE, YOUR RIGHTS WILL BE AFFECTED AND YOU MAY BE ENTITLED TO MONEY. If you have not yet received the "Notice of Pendency of Class Action, Proposed Settlement, Settlement Hearing, and Right to Appear," which more completely describes the Settlement and your rights thereunder in detail, and a Proof of Claim form, you may obtain copies thereof by identifying yourself as a member of the Class and by writing to:

William S. Lerach, Esquire  
Milberg, Weiss, Bershad,  
Spectre & Lerach  
2000 Broadway, Suite 2000  
San Diego, CA 92101

Richard D. Greenfield, Esquire  
Greenfield & Chinnities  
One Haverford Centre  
Haverford, PA 19043

Lead Counsel for the Class

To participate in the settlement, you must submit a Proof of Claim no later than March 15, 1991. IF YOU DO NOT SUBMIT A PROPER PROOF OF CLAIM FORM AND HAVE NOT EXCLUDED YOURSELF FROM THE CLASS, YOU WILL NOT SHARE IN THE SETTLEMENT BUT YOU WILL BE BOUND BY THE FINAL JUDGMENT OF THE COURT.

PLEASE DO NOT CONTACT THE COURT OR THE CLERK'S OFFICE FOR INFORMATION.

## COMPANY NOTICE

Registered number 00004

Name of business 23

Date of appointment of administrative receiver/s 08/01/1990

Address of administrative receiver/s Martin Clive Bird and Phillip Rodney Sykes

Bankers and auditors (if any) 0220 and 0118

20 Old Bailey

London EC4M 7RH

## CLUBS

IWL has authorised entries because of a policy

on late play and values for money. Games

from 10.00-10.00 am Chess and top matches,

glorious tournaments, exciting tournaments.

071 704 1992, 199 Regent St, London W1.

## COMPANY NOTICE

CANADIAN PACIFIC LIMITED

At a meeting of the Board of Directors held today, the following dividends were declared

ORDINARY SHARES

A final quarterly dividend of twenty-three cents (23¢) Canadian per share on the outstanding Ordinary shares in respect of the year 1990, payable on January 26, 1991, to holders of record at December 27, 1990.

PREFERENCE SHARES

A final semi-annual dividend of 6.00 per Canadian Dollar Preference Shares in respect of the year 1990, payable on January 26, 1991, to holders of record at December 27, 1990.

BY ORDER OF THE BOARD,

WILLIAM G. T. VILLETT,

Vice-President and Secretary

MONTREAL, December 10, 1990

## Las Torres del Eix Macià

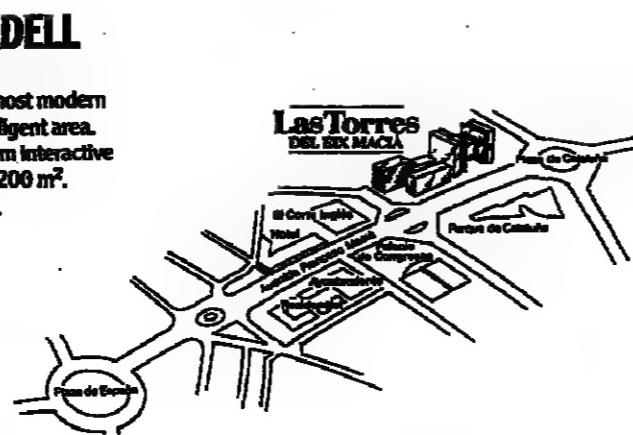
COME AND DO BUSINESS WHERE BUSINESS IS DONE

## THE EIX MACIÀ TOWERS IN SABADELL

Here is where business is done - the Eix Macià Towers. The most modern business hub a privileged area. Intelligent building in an intelligent area. Your company will benefit from a wide range of services - from interactive video to teleshopping, to the latest security systems. Units 200 m<sup>2</sup>. The Eix Macià Towers - profitable business for your business.

**CUBIERTAS**  
C/ Lincoln, 12. BARCELONA. Tel. 34-93-415 92 22. SPAIN  
C/ Velázquez, 57. MADRID. Tel. 34-91-431 13 62. SPAIN

**Solid Response**



## ARTS

## Arts Week

F [Sa] [Su] M [Tu] W [Th]  
14 [15] 16 [17] 18 [19] 20

## THEATRE

## London

The Rehearsal (Garrick). John Arnould's play directed by Ian McDiarmid with costumes by Jasper Conran in a production that has received excellent reviews (071 578 5107). Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera with书 by David Garnett. 1985 novella. Music interesting and well directed by Trevor Nunn. (031 5572). Hamlet (Lyric Hammersmith). Chevy by Jowit's mischievous production, directed by Declan Donnellan (071 829 2240). Absurd Person Singular (Whitehall). Revival of early Ayckbourn

## MUSIC

## London

RBC Symphony Orchestra and Chorus conducted by Lothar Zagrosek. Stravinsky, Beethoven, Royal Festival Hall (Fri) (071 528 8800). James Galway's Christmas Collection with Jeanne Galway (071 528 8800). City of London Sinfonia and the Young Singers conducted by Richard Hickox. Barbican Hall (Sat, 5.30 and 8.15) (071 638 8881). The London Philharmonic conducted by Kent Nagano, with Vilmos Szabadi (violin), Debussy, Brahms, Haydn, Royal Festival Hall (Sun) (071 638 8880). City of London Sinfonia conducted by Richard Hickox, with soloists and chorus, Handel's Messiah. Barbican Hall (Mon) (071 638 8881). Orchestre de Paris conducted by Raymond Leppard, Jean-Philippe Collard (conductor). Berlin-Saint-Saens. Barbican Hall (Tues) (071 638 8881). English Chamber Orchestra conducted by Martin Neary, with soloists and the Westminster Abbey Choir. Christmas music. Barbican Hall (Wed) (071 638 8881). London Sinfonietta conducted by David Atherton, with Michael Collins (clarinet). Copland. Royal Festival Hall (Wed) (071 628 8800). Academy of St Martin in the Fields directed by Iona Brown, with Barry Tuckwell (horn). Mon. Art. Royal Festival Hall (Thur) (071 628 8800).

## Paris

Paul Kuentz Orchestra and Choir conducted by Paul Kuentz. Handel's Messiah (Mon). Salle

comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years - a production which confirms Ayckbourn's early bleakness (071 567 1119). Extended until January.

Man of the Moment (Globe). Nigel Planer and Gareth Hunt in another Alan Ayckbourn play, this time a political satire (071 567 1001). Miss Saigon (Oriole Lane). Spectacular and successful musical about a love story between an American GI and a Vietnamese girl during the fall of Saigon in 1975 (071 536 5109).

Into the Woods (Phoenix). Julie McKenney shines as the witch in Stephen Sondheim's compendium of fairy tales. The title song is more memorable than a story line that is not as strong as the characters' dreams turn sour (071 567 1004). Cats (New London). The formula of T.S. Eliot's children's poetry set to music is visually startling and choreographically saline (071 567 0072).

The Rocky Horror Show (Piccadilly). Revival of the 1975 classic directed by Robin Lefevre (071 567 1116).

New York

Faustroll (Lucille Lortel). It will be known as the first

musical about AIDS hitting New York but it goes much further than that, showing the effect on a larger circle of people, who include a boy having a Bar Mitzvah and his parents, all three of them (071 578 2722).

Grand Hotel (Martin Beck). Tommy Tune, Broadway's present musical doctor, directs this remake of the Garbo film to make the bones of this inert depiction of life across the crossing in an elegant but somewhat random setting (071 5102).

Cats (Winter Garden). Still a sell-out. Trevor Nunn's production of T.S. Eliot's children's poetry set to music is visually startling and choreographically saline (071 567 0072).

Les Misérables (Broadway). The magnificent spectacle of Victor Hugo's majestic sweep of history and politics brings to Broadway lessons in pageantry and drama (071 528 2240).

Phantom of the Opera (Majestic). Stuffed with Maria Björnson's gilded sets. Phantom rocks with Andrew Lloyd Webber's haunting melodies in this transfer from London (Cine City).

Gyrene (St James). The 30th anniversary production is a reminder of the beauty of the American musical with memorable tunes after memorable tunes, as well as a forceful plot about the amb-

Bach (Tues). Palais des Beaux-Arts (071 578 0072).

Jean-Yves Thibaudet, piano recital (Tues). Salle Gaveau (071 532 0507).

Maria Joao Pires, piano. Mozart, Debussy, Schubert (Tues).

Théâtre des Champs Elysées (071 567 0072).

Budapest Symphony Orchestra conducted by Istvan Bogar with Sopranos Bullet in Vienna's music, dances and waltzes (Wed, Thur). Alte Oper (071 567 0072).

Orchestre National de France conducted by David Zinman. Elgar, Ives, Sibelius (Thur). Théâtre des Champs Elysées (071 567 0072).

Berlin

Berlin Philharmonic under Bertrand de Billy with the Ensemble Pliam, Flöten, Violin, Haydn (Thur). Saint Nicolas des Champs (071 567 0072).

Orchestre National de France conducted by David Zinman. Elgar, Ives, Sibelius (Thur). Théâtre des Champs Elysées (071 567 0072).

Antwerp

Royal Flanders Philharmonic Orchestra conducted by Vladimir Fedosev with Maxim Vengerov (violin), Glazunov, Scriabin (Fri, Sat, Sun). Teatro Verdi (071 567 0072).

Rome

Jan Latham-Koenig conducting Debussy, Janacek and Brahms (Fri, Sat, Sun). Teatro Verdi (071 567 0072).

Milan

I Solisti Veneti conducted by Claudio Scimone playing Vivaldi, Bach (Mon). Teatro Alla Scala (071 567 0072).

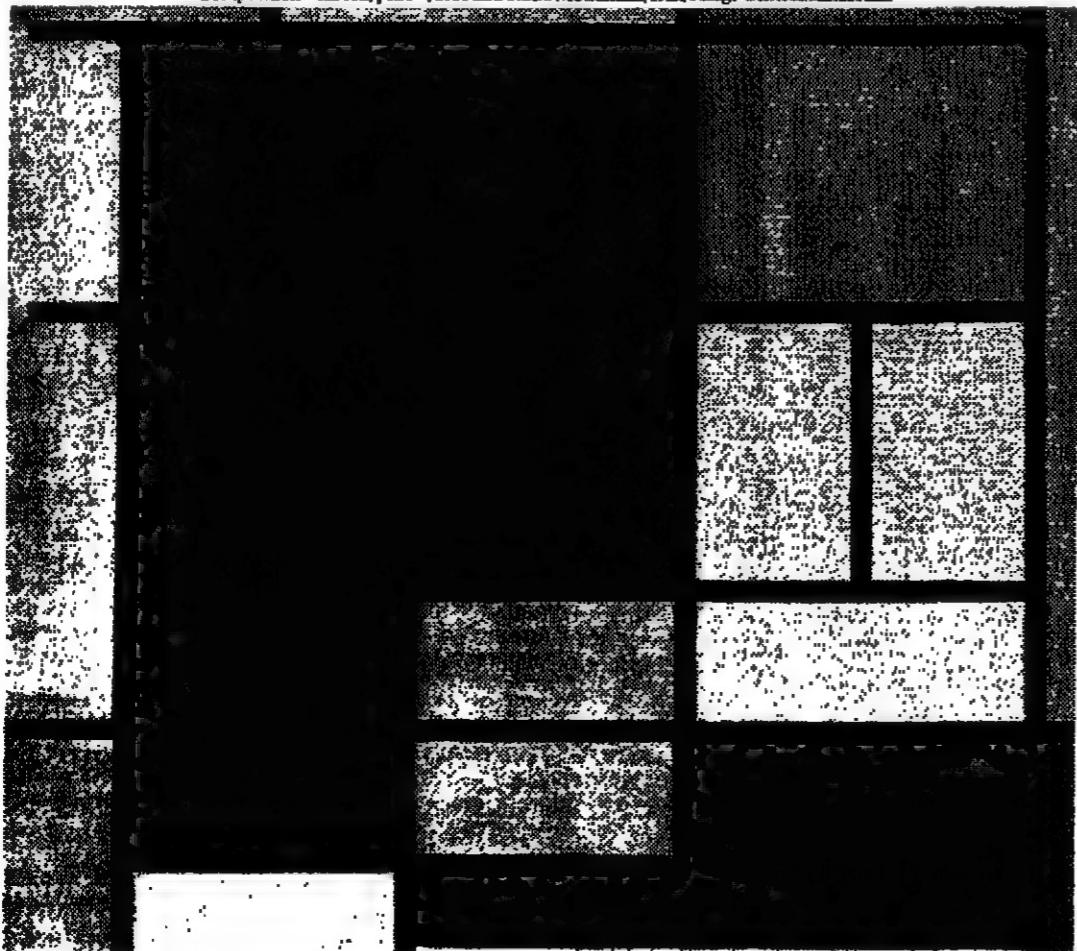
Madrid

Spanish National Orchestra conducted by Aldo Ceccato, with Arturo Noras (cello). Schumann (Fri, Sat, Sun). Auditorio Nacional de Música (071 567 0072).

Chicago

Chicago Symphony Orchestra conducted by Erich Leinsdorf with Peter Zayfsky (violin). Ateneum (Fri). Debye, van der Putten (soprano), Rachel Ann Morris (viola). Sallier, Mozart,

Composition with red, yellow, blue and black. Mondrian, 1921. Haags Gemeentemuseum.



## EXHIBITIONS

## London

Hayward. Jasper Johns. Retrospective of the American artist. South Bank. Daily. Late closing Tues and Wed. Until Feb 3.

Royal Academy. Egon Schiele and his contemporaries. Major exhibition of Viennese paintings, including Kokoschka and Kliment. Daily. Ends February 17.

## Paris

Grand Palais. Simon Vouet (1590-1649). The exhibition brings together paintings, drawings and tapestries by the Paris-born artist whose vast compositions decorated palaces and churches at the time. Louis XIII and Richelieu. Closed Tues, Wed late closing night. Until February 18.

Musée d'Orsay. From Manet to Monet. The museum's acquisitions over the last seven years comprise paintings and drawings, photographs and furniture with an exceptional ensemble of Gustave Eiffel's work.

Louvre. Euphorion. Some 60 objects, mostly from the 5th century BC in Athens, in mastering the technique of red-figure on black background.

Bibliothèque nationale. Mémoires d'Egypte. The exhibition pays homage to Champollion for elucidating the mystery of hieroglyphs crucial to Egyptian art. Until March 20.

Musée des Arts Décoratifs. Panoramic wallpaper. A whimsical French view of the 19th century felt the need for change in his comfortable but somewhat boring life, a panoramic decor covering the walls of his salon would instantly transport him to an exotic scene. 107, Rue de Rivoli (02 30 24 12 04), closed Mon, Tues. Ends January 21.

Louvre. Euphorion. Some 60 objects, mostly from the 5th century BC in Athens, in mastering the technique of red-figure on black background.

Open all days from 12 am to 10 pm. Until March 20.

Musée des Arts Décoratifs. Panoramic wallpaper. A whimsical French view of the 19th century felt the need for change in his comfortable but somewhat boring life, a panoramic decor covering the walls of his salon would instantly transport him to an exotic scene. 107, Rue de Rivoli (02 30 24 12 04), closed Mon, Tues. Ends January 21.

Habsburg and Co. The newly opened gallery presents in its luxuriant setting a selection of old masters from Holland, Germany, France, Belgium and Italy with names as diverse as Ter Brugghen, Rembrandt, Poussin and Tiepolo. 107, Rue St Honoré (02 30 24 12 04).

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Grand Daniel Malingue. Maîtres impressionnistes et modernes. Daniel Malingue has assembled works of rare quality to represent his favourite period. 26, ave Matignon (02 30 60 0033). Open all days except Sun, Mon mornings and luncheons. Ends December 24.

Musée Marmottan. Goya. Monet's museum plays host to four cycles of 215 engravings by Goya on loan from the Fundación Juan March. There are masterful renderings of bullfights, of lecherous men ogling young girls, of scenes of violence and of engraving-like lithographs which have come to enrich in flea of death duties, the French national collections. The exhibition begins with the blue period and ends with the obsessive erotic works of Picasso's last 10 years. A period whose importance has only recently been recognised. Closed Tues, late closing Wed.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Grand Palais. Eiffel. A portrait of Jacqueline Picasso with her hands crossed round her knees is the symbol and the central point of an exhibition of 47 paintings, two sculptures, 40 drawings, 24 engravings, 15 ceramics and 100 engravings and lithographs which have come to enrich in flea of death duties, the French national collections. The exhibition begins with the blue period and ends with the obsessive erotic works of Picasso's last 10 years. A period whose importance has only recently been recognised. Closed Tues, late closing Wed.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

Galerie du Carrousel. 19th century French masters. There are some remarkable small bronzes by Degas and Daumier; there are two or three oils, a painting of a small self-portrait and a number of furniture, tapestries and porcelain - many of which are royal gifts or royal possessions - have come to enrich and to complete the museum's collections. Hall Napoléon, closed Tues, ends January 20.

JF Miso 150

## ARTS

*The Wind in the Willows*

OLIVIER THEATRE

There'll always be a riverbank. *The Wind in the Willows*, Kenneth Grahame's 1908 classic, could only be about England: its care for good manners, its frowning upon pushiness, and its love of repose, togetherness and home. Alan Bennett's new adaptation has grasped this squarely, and at the same time is a brilliantly theatrical piece of storytelling entertainment. Not only are Rat, Mole, Toad and Badger different types of the English establishment - what's more, the squirrels, weasels and ferrets are spivs and oiks who'd like to create the Toad Hall Leisure Centre and Marina.

The staging of Nicholas Hytner - fresh from *Miss Saigon*, *Volpone*, *King Lear* and *The Magic Flute* - is one of the most glorious versions of English animal life since Frederick Ashton's dances for *The Tales of Beatrix Potter*. In this, he is helped by four ideal performances in the leading roles. Griff Rhys Jones is gloriously bumptious, jovial, ex-public-school, with a wonderful array of croaks. His bath-

chair pretence at death's-door malady is one comic gem; another - remember, he was a great Charley's Aunt - is his washerwoman impersonation.

The quiet centre of Grahame's novel, I believe, is Mole. Watching David Bamber's beautifully Northern, genteel, civilised account, I wondered if both Bennett and Hytner didn't project themselves into this character. Michael Bryant, unrecognisable as Badger, is that stern, gruff, unbending went down to and beneath his fur. Richard Briers, playing an unusually snobbish, petty Rat, does so with comic ease. (To think that London saw him this summer as Lear!)

Act One affords some of the most heavenly Englishness, character-playing and sheer theatricality since the ESC's *Nicholas Nickleby*. I have never seen the Olivier stage accommodate greater marvels. The descent into the different homes of Rat, Badger and Mole, the distant clangor of Toad Hall over the horizon, the circling river with its boats, the train and the car,

the falling snow - these are an astonishing cornucopia. And the fun of Bennett's play keeps unfolding.

The usual theatrical version of Grahame's novel is, of course, Toad of Toad Hall. The treacherous features of *Wind in the Willows*, however, is his "Piper at the Gates of Dawn" chapter. Here Rat and Mole are drawn to something larger than England: Grahame, like Saki, was showing that out there beyond the French windows is the thrilling power of Pan. And it's this sense of the numinous that Hytner and his colleagues have.

The greatest pleasure of all comes in Mark Thomson's designs. The details of costumes and sets affords delight upon delight - the weasel's widow's peak, Rat's large ears, Toad's caravanning outfit... Everything reminded me of a recent *New Yorker* cartoon, where a dog and a cat, upright, prop up a bar, and one says to the other "So you're anthropomorphic too? It's a small world."

Alastair Macanlay



Michael Bryant, Richard Briers and David Bamber

*Yerma*

BIELEFIELD CITY THEATRE

This was a European stage première. Villa Lobo completed *Yerma* in 1905 and died long before its first production at Santa Fe in 1971. A concert performance was given in London 18 months ago, but, judging by Richard Fairman's notice on this page, it had not been sufficiently well-prepared to allow a proper assessment of the music or its suitability for the theatre. Bielefeld, therefore, deserves an accolade for another stimulating excursion into the untired and unknown. John Dew's German-language staging, conducted by Horst Renke, was extremely well-prepared, and included a sensitive, open-hearted performance by Maike Pansera in the marvellous title-role.

Villa Lobo's attraction to Lorca's play was understandable. The Spanish text lends itself to song, and the tale of emotional torment is the stuff of musical drama. Yerma destroys herself and her husband because she cannot come to terms with her own childlessness. It is the ultimate cross for anyone to carry in a male-dominated, church-oriented community, which conditions its women to fill no other role than that of child-bearing -

and it makes for a larger-than-life character-study.

Judging by this production, however, Villa Lobo was not a born man of the theatre. In well-davoured scenes, like the gossip-shop of pregnant wives, the dead-of-night fertility ritual, or the scene involving Yerma's Dickensian sister-in-law, the opera cannot fail. Nor can there be any complaint about the musical characterisation, which subtly illuminates Yerma's sad heart, and her suppressed attraction to Victor, the shepherd. The score is prodigal in melodic invention and the kind of exotic colouring which no European could have devised.

Such virtues make little headway when contrasted against the opera's all-too-evident weaknesses. Instead of reflecting the rise and fall of emotion, the score tends to even it out. The constant moderate sonorities allow little contrast in tempo or dynamics, and the vocal lines are frequently overshadowed by the monotonous sound of the invariably well-filled orchestral tortures. Villa Lobo's reluctance to change the structure of the original dialogue or let his characters

break out of a free form of song-speech only adds to the air of monotony.

On that count, the Bielefeld production did not help: Gottfried Pilz's abstract set - built around an elliptical open cylinder, alternately red and blue - did not generate the necessary changes in atmosphere. Much of the dialogue in the opening scene was lost because the singers were placed too far back. There was also one major weakness in the cast: Ulrich Neuweiler, as Yerma's neurotic, workaholic husband, lacked the voice and artistry to release the passion beneath the surface of the music.

Gottfried Pilz's modest resources, however, was another spirited ensemble effort, rousingly received by the first-night audience. The long-running Dew-Pilz partnership, which has given Bielefeld's operatic exhumations a distinctive and not always appropriate visual style, has now broken up - apparently in some acrimony - though this will not affect their planned Covent Garden productions.

Andrew Clark

## DEVELOPMENT FOR YOUR HIGH FLYERS WITHOUT LEAVING THE NEST

The Master in Business Management (MBM) degree offers a unique opportunity to companies who recognise the investment potential in training their best people.

The programme is designed to help you improve your company's performance through enhancing the management ability of your managers and ensure their commitment to your organisation. At the same time, a flexible partnership with MBS helps you retain involvement, ensure close linkage with your prevailing business circumstances and complement your in-house training.

The MBM's unique design combines part-time attendance at MBS, in-company projects and high quality participation of companies like Barclays Bank, British Gas, Ciba Geigy, Ferranti, Godfrey Davis, IBM, KCL, Pilkington, Shell and Touche Ross.

The MBM is only available to company nominated executives who have appropriate experience.

For further information about the programme, contact Naomi O'Neill, Manchester Business School, Booth Street West, Manchester M15 6PB. Tel: 061 275 6498. Fax: 061 273 7732. Telex: 668354.

**MANCHESTER BUSINESS SCHOOL**  
Excellence Through Experience

## ARTS GUIDE

## OPERA AND BALLET

## London

Royal Opera. Covent Garden. *Die Fledermaus*, written in a new translation by John Mortimer, conducted by Richard Bonynge. American soprano Nancy Gustafson and New Zealander Malvina Major appear as Rosalinda, while Odile Dicks-Mireaux is Marianne. The Royal Ballet at Covent Garden presents its new triple bill: also *La Bayadère* and performances of *The Nutcracker*. London City Ballet opens a season at Sadler's Wells with a brand new *Cinderella*.

## Paris

Bastille Opéra. The controversial Opéra's *Figaro's Hochzeit* is conducted by Gabriele Ferro in Exio Frigerio's decor with Ferruccio Furlanetto as Figaro and Joan Rodgers as Susanna (0011615).

Théâtre de la Ville (see Nad) is followed by *Le Roi et la Cage* with the Enrico Druoni Company, opening with their 1982 triumph of *Daphnis et Chloé* for three dancers (42742277).

## Brussels

Palais des Beaux-Arts. The Monnaie Opera in *Mefistofele* by Boito (concert version) conducted by Emilio Tchakarov with José van Dam, Włodzimierz Ochman, Margaret Jane Wray, Elizabeth Ardium, Franco Carecchia (507 52 00).

## Edinburgh

Teatro Comunale. Eugenio Raimondi sings the title role in Mozart's *Don Giovanni* produced by Luca Ronconi and conducted by Riccardo Chailly. Daniels

*A Basque with a passion*

Susan Moore visits the Zuloaga retrospective in Bilbao

**D**uring a recent trip to the Far East I came to the conclusion that there was a very good reason why the pineapple became a prized and widely exported fruit while the main gooseberry, sawo, salai or the curious durian - once described as skin to eating the most delicious custard in the world in a public lavatory - remained at home. That thought came to mind again in Bilbao at the opening of the first major touring retrospective of Ignacio Zuloaga (1870-1945), an artist long esteemed in Spain and deemed the greatest Basque painter.

Like his celebrated contemporary Joaquín Sorolla y Bastida, Zuloaga found international fame and fortune after an exhibition in New York at the Hispanic Society of America in 1908, although he did not visit his adopted public in the US until 1924. He acquired a reputation as the Sargent of Spain, an epithet more appropriate to the far slicker Sorolla, at least when not capturing the intensity of light and brilliant colour of the Valencian coast in broad Impressionist brushstrokes. Zuloaga's passion was for the Old Spain, the Spain of Velázquez, Ribera, El Greco and Goya, albeit seen through the eyes of Manet.

Approaching the exhibition in the Museo de Bellas Artes, one passes vast blown-up photographs printed on billowing canvas of the dashing, mustachioed artist, helping to dress the great bullfighter Juan Belmonte, posing for the camera with Rodin and Shchukin, standing beside the monument for Goya he erected in 1920. Inside the exhibition proper, there are letters from his amigo Picasso. These clues are at once revealing and misleading.

Zuloaga did find acclaim in Russia, as well as all over Europe and North and South America. He did know everyone who was anyone - Rilke, Albeniz, Ravel, de Falla, Ortega, Tolouse-Lautrec, Degas, Gauguin. He can be described as a phenomenon, but his place is not in the pantheon alongside Goya or Picasso, or even Rodin, despite the fact that his name on the Goya memorial is carved in letters as large as those of his hero.

Zuloaga was capable of more than an occasional flash of brilliance. He is at his best when

least artful, and often with a muted palette of pastels or greys and browns. The large conversation piece of the artist painting his family is a case in point. There are fine portraits, like the full-length of the violinist Larriquidi set against a lime-yellow ground, the mean-mouthing sculptor Julio Beobide, or the sultry reclining poet, the Condeza de Noailles. The vast, hieratic "El Cristo de la Sangre" is a tour-de-force of simplified form and colour but perhaps most compelling of all is a remarkable and sympathetic portrait of the dwarf Dona Mercedes. She stands awkwardly, clasping in the crook of her arm a shiny ball which reflects the painter at his easel in a nice touch of homage to Velázquez.

Unfortunately, homage to the great art of the past and present is too often laudative derivation, and there is so much of it. Everyone gets a look in. To show that Zuloaga was more than a society portrait painter, the exhibition presents landscapes and townscapes, still lives, conversation pieces and vast religious tabernacles. By the end of the show his wildly fluctuating changes of technique and subject matter smacks of commercialism.

Zuloaga is not best served by this retrospective which was conceived to re-establish his reputation outside Basque Spain. Much of his painting must remain for Spanish - or seriously Hispanophile - consumption only; the flamencoesque bullfighters, the picarequesque danciers on dashabille, the scarlet and black Spanish beauties, Majas-demuses stretched out across vivid green couches, or comically erotic nudes with parrots. More seriously regressive is a selection that includes what should judiciously have been left out and omits his monumental landscapes that suggest so forcefully the country's strength and almost primitive power.

On reflection, Zuloaga's case is not supported by the sombre surroundings of the Bilbao museum, with its dismal black four-marrow floor and dim lighting. Dominating the exhibition space is a monolithic hunk of concrete by Chillida suspended from the ceiling. The private view was punctuated by the cries of hapless guests who fell into the pit dug out to accommodate it. No doubt the show will look - and seem - quite different at



'The Brotherhood of Christ Crucified', 1911 (above) and portrait, 1942 (right)

## Waldenstein's

The exhibition, organised by the Zuloaga Museum in Zumára and sponsored by the Basque Government, continues in Bilbao until January 5, 1991. It can be seen at the Pavillon des Arts, Paris, January 30-April 28; the Meadows Museum, Dallas, May 30-July 28; Wildenstein Gallery, New York, September 15-November 1; and at the Biblioteca Nacional, Madrid, December 3-January 30, 1992.

Madrid, meanwhile, sees the reopening of the Centro de Arte Reina Sofia. The project to convert the austere 18th century hospital building into a museum of modern art, replacing the inadequate MEAC, had been given the green light in 1988. The final phase of its conversion provides all the necessary museum services plus access to additional gallery space on the fourth and fifth floors through external lifts in transparent twin towers, a feature which has prompted Madrid's whis to dub it the "Sofidion".

Spain previously lacked a major national museum of 20th century art, having only important monographic collections, of Picasso and Miró. The centre's director, Tomás Llorente, describes its function as both a museum and a Kunsthalle. The former MEAC collection is to be extended to both emphasise the importance of Spain's contribution to Modernism and to set it in an international context for the first time. Some 300-350 works will go on show, drawn from its own collection and fleshed out with loans.

Llorente is adamant that the museum is informative rather than inquisitive, neutral rather than opinionated. He is not interested in making a stance about his contemporaries. His exhibitions are to be scholarly, and generated by museum staff. The three inaugural shows, devoted to post-war Iberian art, Giacometti (both to January 15) and Tapies (until December 24), sugar well for

the future. The latter presents a far from the stereotypical Tapies, concentrating on highly experimental works and his use of unconventional materials.

The Giacometti, too, the largest show of sculptures, paintings and drawings ever put together, concentrates on a lesser known period, 1940-45, when he is looking at older traditions, from Coptic painting to Cycladic sculpture. It presents Giacometti the post-avant-garde artist in an attempt to illustrate that the development of Modernism is something more complex and contradictory than MOMA would have you believe.

about the rendering of Ravel's evanescent effects - featherly phrases, rustling hummers, tremulous textures (though the world's contributions of the CBSO Chorus tended to be a shade too loud and clear) - nor of his swelling climaxes.

It was a confident and increasing accomplished interpretation.

Paul Driver

## SALEROOM

## Best day ever for Bonhams

Right against the trend, Bonhams, by far the smallest of the big London-based auctioneers, had its best sale ever yesterday when it sold Old Master paintings for just over £1m. The highlight was a "Portrait of a Boy in Persian Dress" by Jan Lievens which sold for £583,000, a record for this artist. Lievens was a contemporary of Rembrandt and collaborated with him frequently. Specialists in the genre often have difficulty distinguishing between the early work of the two artists.

The painting had come to Bonhams through a valuation. In the same sale "St Sebastian" by Jan Van Haarlem did well at £121,000. The main lots, an early, 1781, marble statue of Apollo by Canova (estimated at up to £800,000) and a Florentine bronze group of the Rape of the Sabine, attributed to Sustini from a model by Giambologna (estimated at £140,000 and £90,000. An Italian terracotta relief of the Virgin and Child from the circle of Donatello, mid 15th century, Paduan, was unsold at £65,000, but a South German bronze fountain figure of Neptune of the late 16th century, did well at £164,000.

Antiquities remain a strong market and Sotheby's morning session totalled £824,890 with less than 6 per cent unsold. A fragment of a stone relief of two chariot horses from the palace of Persepolis, founded in the early 5th century BC by Darius, far exceeded estimate at £319,000. Other parts of the same relief are in the British Museum. A fragment depicting the Persian guardsman from the same source sold for £52,800.

Samuel Beckett's working rehearsal copy of "Waiting for Godot", with many annotations, was unsold at Sotheby's but almost 300 letters by fellow Parisian literary exile, Henry Miller, to his German publisher, sold below forecast, for £17,600. Forty letters by Ruskin in which he pours out his heart about Rose in Touché, were bought by Quaritch for £16,500.

Antony Thorncroft

## December 14-20

## Munich

Opera. *Ondine* and *Pag* stars Grace Bumbry, Gundrun Wessow, Piero Cappuccilli and Lando Bartolini. *Der Fliegende Holländer* in Gleirich's picturist production stars Hans Kollo and Guneth Jones. *Midsummer Night's Dream* has Jorma Kuipers, excellent in the title role. Also offered *Hänsel und Gretel* and the ballet *Eine Feste Vigil*.

Kattle secured the freshest, crisp, most Mozartian well-bodied and sonorous playing - the faster music had always a notable despatch: the choral singing was bold and committed, the quartet of soloists (Amanda

Roocroft, Elisa Ross, John Graham-Hall, Henry Herford) were a more than serviceable team.

The atmospheric quiet opening of *Daphnis et Chloé* was marred by some horn fluffs, and the woodwind playing was not initially of the most stylish: but as if to compensate for defects of quietude the work's first noisy big climax was magnificently brought off.

In general one could not much complain either

about the rendering of Ravel's evanescent effects - featherly phrases, rustling hummers, tremulous textures (though the world's contributions of the CBSO Chorus tended to be a shade too loud and clear) - nor of his swelling climaxes.

It was a confident and increasing accomplished interpretation.

Paul Driver

Right against the trend, Bonhams, by far the smallest of the big London-based auctioneers, had its best sale ever yesterday when it sold

Old Master paintings for just over £1m. The highlight was a "Portrait of a Boy in Persian Dress" by Jan Lievens which sold for £583,000, a record for this artist. Lievens was a contemporary of Rembrandt and collaborated with him frequently. Specialists in the genre often have difficulty distinguishing between the early work of the two artists.

The painting had come to Bonhams through a valuation. In the same sale "St Sebastian" by Jan Van Haarlem did well at £121,000.

&lt;p

## FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL  
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday December 14 1990

# Making the best of Emu

**THE EUROPEAN** Community is committed to economic and monetary union. Not to succeed would now seriously damage its credibility. But Emu is a fundamental and, one presumes, permanent change in the European polity. It is far more important to do it well than to get there quickly.

Two principles will need to be observed: first, that the new European money should be as good as possible; second, that powers transferred to the EC under majority voting should be the barest minimum. The tension between the two principles would be best resolved by transferring powers over the new money, which are inherently indivisible, to an independent European central bank, while leaving fiscal powers, which are evidently divisible, either to the member states acting on their own, or to the EC, under unanimous voting.

This view assumes that the British plan to gift the EC with a 13th currency is unlikely long to divert the others. It is also unlikely, in any case, to improve the EC's monetary performance, a point the Bundesbank sees more clearly than the British Treasury.

Quite apart from being intrinsically undesirable, making the new single currency as good as possible is a political imperative. The Germans are unlikely long to tolerate the substitution of a bad money, however European, for a good one. The requirement would best be met by an independent European central bank, modelled on the Bundesbank. In order to avoid any doubts on this matter, the statutes of the new central bank should be incorporated in the Treaty.

The commitment to monetary stability needs to be buttressed in two directions. First, exchange rate policy cannot be left to the committee of finance ministers. Ecoin, acting on their own, since they could thereby subvert the central bank's ability to achieve price stability. Either the central bank should be granted a veto over exchange rate policy or, alternatively, any instructions on exchange rate policy from Ecoin should be unanimous.

**Exchange controls**  
Second, the risk of irresponsible behaviour, even by the European Central Bank, would be minimised by writing into the Treaty a prohibition on exchange controls, except in an emergency. The determination such an emergency might then require a unanimous vote of the European Council.

On the transfer of fiscal power

ers to the EC, the fundamental issue is the proper domain of majority voting. It is majority voting that breaks the chain between national politics, which remains dominant throughout the EC, and the ultimate policies. It would be unwise to break that chain any more often than is necessary.

### Fiscal deficits

Accordingly, the Germans will have to suppress their fears about fiscal deficits. After all, fiscal deficits raise interest rates within an integrated global capital market even without a single currency. Controls on those deficits will have to be submitted to sustain and a clear statement to the Treaty that there will be no monetary financing and no bailing out of bankrupt governments.

Similarly, Germany would be the only basis for an EC-wide fiscal policy, should such a thing be thought desirable. Meanwhile, member governments would be able to adopt stabilisation-oriented fiscal policies, if they wish.

The requirement of unanimity has, it is true, made the resolution of conflicts over indirect taxation within the single market more difficult, as has also been true of the taxation of capital. Nevertheless, things should be left as they are, for three reasons: first, fiscal power is fundamental to the independent operation of government; second, the preservation of national fiscal powers encourages a healthy competition among the tax regimes; and third, the Commission has abused majority voting provisions, notably in the case of the Social Charter.

Finally, even after initial convergence has been achieved, regional problems are likely to emerge. The EC will require automatic fiscal stabilisers, as exist within modern national economies. For this purpose, the EC's budget may have to be increased.

Emu is a project not for a year or two, but for decades or even centuries ahead. What matters, therefore, is not whether the final stage is in effect this week, this year or even this decade. What matters is that it will work, that a balance has been struck between the needs of a coherent policy and the imperative of decentralisation, and that a fixation with the timetable has not created a union which carries the seeds of destruction within it. If the EC wants to do something quickly, let it resolve the impasse in the Uruguay Round. If it wants to proceed slowly, let it take the time to do it right.

# Heading into a tighter squeeze

**HIGH INTEREST** rates continue to squeeze the UK economy, as the latest rise in unemployment shows. But, unless policy changes, they must remain high until investors are convinced that a sterling devaluation will be avoided. The scale of the current account deficit and the poor export prospects suggest such confidence may prove hard to win. The recession, as Mr Norman Lamont, the chancellor, has confirmed, will be long and deep.

As consumer spending has slowed, Britain's external position has improved. The volume of imports in October, excluding oil and erraticities, was unchanged compared to a year ago, while the volume of exports rose by 7.5 per cent. But the deficit is likely to exceed 3 per cent of gross domestic product this year.

A current account deficit of this size is not necessarily a problem. An economy runs a trade deficit if it consumes and exports more than it produces. It must then borrow from the rest of the world to finance the extra spending. Trade deficits today must be matched by offsetting trade surpluses in the future as the economy services the debt it has accumulated.

### Profit stream

If the deficit is caused by an increase in investment, not matched by higher savings, the future profit stream will allow the economy to finance the deficit relatively easily. But if it is caused by higher consumption, exports must rise at the expense of domestic consumption to finance the future debt servicing.

Investment spending has increased as a percentage of GDP, from 16.8 per cent in 1986 to 18.3 per cent in the first half of this year. The large rise in private consumption in this period was partially offset by falling public consumption as the budget moved into surplus. But the recovery in investment

after surmounting the watershed of flotation a year ahead of the regional electricity companies, the water industry in England and Wales can now begin to take stock of life in the tougher environment of the private sector.

On the surface everything seems to be flowing smoothly compared with the political turbulence of the two-year build-up to privatisation. The 10 former regional authorities appear to be coming to terms with the new regime and are forging ahead with their £26bn capital programme over the next decade to bring the neglected infrastructure and services up to scratch.

There have been a number of obvious hiccups in the past year. A dry autumn following two exceptionally dry summers has left water resources in parts of the country at a record low; the aborted £78m hostile bid by Severn Trent for the Caird waste disposal group left a sour aftermath as the new companies struggled to diversify; and the court case now under way against the former South West Water Authority over the poisoning incident at Cameford was a reminder of how vulnerable the industry is to accidents and mismanagement.

In general, however, the current series of half-year results, the first to cover the period since flotation, has shown the companies to be on course or ahead of target, and to be coping well with the harsher economic climate in the private sector.

But any appearance of placidity would be misleading, as currents beneath the surface are running fast and unpredictably. A range of issues and a clash of personalities is causing concern within the industry as opinions differ over the need for further environmental improvements and the high costs involved.

There are two linked arguments taking place, one concerned with the relationship of the regulators to the industry, the other involving the scale of the environmental and quality improvements being demanded, and the consequent costs to the customer.

The relationship between privatised monopoly providing an essential service and its regulators was never going to be easy. In the event, it has become increasingly apparent that some water industry leaders believe the conflict can only be resolved by the personal intervention of Mr Michael Heseltine, the environment secretary.

The row has arisen because of the different attitudes of the industry's two main regulators, the National Rivers Authority and the Office of Water Services (Ofwat) over the cost of new environmental obligations.

The NRA, headed by Lord Crichton, a former Conservative cabinet minister, has been pushing for accelerated environmental improvements on top of those already proposed in the 1988 spending programme, on the ground that cost should not be an argument for evading statutory programmes of cleaning up Britain's rivers.

Lord Crichton said in a recent speech: "I am seriously concerned by a suggestion that is going around that because companies are undertaking massive programmes of investment, they should not be asked to do more... this is an argument that we simply cannot accept in the NRA. The process cannot possibly stop then, nor should it be postponed."

Mr Ian Byatt, director-general of Ofwat, looks at it very differently. His main functions are to ensure that the companies operate efficiently and that customers get value for money, and he believes the NRA is demanding improvements with insufficient regard to practicality and cost.

The dispute began to gather momentum when Mr Byatt said he wanted any requests for further price increases needed to meet any unforeseen obligations to be delayed for at least five years, while the companies agreed charge limits the so-called K

time limit.

The dispute began to gather momentum when Mr Byatt said he wanted any requests for further price increases needed to meet any unforeseen obligations to be delayed for at least five years, while the companies agreed charge limits the so-called K

time limit.

At 74, the scourge of sleepy boardrooms always seems to be on the point of bowing out of the limelight. But this time it sounds more permanent.

At the end of the year he will retire as chairman of Arlington Securities, now part of British Aerospace. And although he won't promise not to reappear if something "amusing" comes along, he's no longer interested in taking charge of problem companies like British Water.

Despite his reluctance to return to his workload, he has lost none of his former bluntness.

Unfortunately, immediate export prospects do not look promising. The Treasury has estimated that exports would rise by only 2½ per cent next year, despite the recession. The Confederation of British Industry has revised down its forecast export growth, from 4.7 to 1.8 per cent, since August, as survey evidence has shown sharply falling export orders in recent months.

As ever, import competitive behaviour is probably needed for stable long-run growth. With devaluation ruled out by membership of the exchange rate mechanism, UK unit labour costs will have to grow more slowly than in Germany for a considerable period. But, with average earnings in November still rising by 10 per cent a year, the competitiveness of UK exporters continues to deteriorate.

The resultant cost in unemployment and lost competitiveness could be reduced if employers and unions were to bargain over prospective real wages and so reduce current nominal wage growth. By putting sterling into the ERM at a high rate, the government has made this change essential now, rather than later.

### Vote-winner

Also calling it a day is Jones the Vote of Liverpool City Council. Sir Trevor Jones, who built up the city's Liberal Party from two councillors

to controlling strength in the 1970s and early 80s, says he

**Richard Evans on how the water companies are faring one year after privatisation**

# Swift currents below the surface

### Water privatisation one year on



The linked conflict, over tougher monitoring requirements for sewage discharges, involves both the NRA and the European Commission, whose wastewater directive laying down new regulations for the European water industry will be discussed by environment ministers at a meeting in Brussels next week.

The directive proposes tough new rules banning the dumping of sludge at sea by 1998 and enforcing higher standards of sewage treatment before disposal via pipeline. Both will involve the UK industry in heavy expense, as additional disposal methods such as incineration will have to be introduced, and more coastal sewage treatment plants built.

However, while the EC wastewater directive was being negotiated, the NRA launched its own proposals in the *Kinnersley* report, proposing tough new monitoring methods for regulating sewage works discharges.

This has infuriated the companies partly because of its insistence on 100 per cent quality compliance by sewage works, which can only be achieved at very high cost, and partly because some of its provisions do not match those of the draft EC directive.

A senior industry source estimates that full compliance with *Kinnersley*, which is still under discussion within the industry, would cost the companies between £100m and £150m. This would mean water bills already due to rise on average by 50 per cent in real terms over the next 10 years, would go up by half as much again.

"We would finish up with very high water charges for not very worthwhile improvements. It's all very well changing the environment, but it doesn't have to be done regardless of cost. We have to give thought to the law of diminishing returns," he says.

The NRA's discharge proposals would be in addition to the industry's commitment to meet higher EC water-quality standards and a greatly accelerated programme for cleaning up beaches by 1995.

None of this heavy spending was budgeted for when charging limits were set for the 10 former water authorities prior to privatisation last December. It will all fall ultimately as an additional cost to the customer.

In the longer term, there is considerable uncertainty in the industry about the way in which customers will pay for their water in the future, and Mr Byatt has called for an urgent debate on other ways of charging.

The problem stems indirectly from the government's introduction last April of the community charge, or poll tax, in place of domestic rates. Water charges have traditionally been based on local rates.

Water and sewage bills will continue for the time being to be calculated on the otherwise redundant valuation, but an alternative has to be found by 2000, when legislation ousts the current system.

Three possible methods of paying water bills in the future have been outlined by Ofwat, which will be responsible for supervising the changes. These are metering, a flat rate or licence system, or some form of banding which would classify households according to the type and size of house. However, with the promised root and branch reappraisal of the poll tax by Mr Heseltine, there is now the possibility of a return to some form of rating system.

The industry remains a curious hybrid despite the claims of industry leaders that the companies are fully fledged members of the private sector, and it is regulation that tends to confuse both the supporters and opponents of privatisation.

The companies are driven not just by the profit motive and the wishes of customers but by the often conflicting demands of the regulators. It is on their ability to cope with the heavy pressures of regulation and the big capital spending programme that the companies' success in the private sector will be judged.

Andrew Hill

### A year ago this week, frantic trading began in the shares of the 10 water companies of England and Wales.

Since then water shares have outperformed the rest of the market by an average of 34 per cent.

But it is easy to forget that at the time the buying began the stocks — those investors who sold at a profit in the first days of dealing were almost drowned out by the gambling of the sceptics and critics.

They claimed investment in the water industry was both too complex and too politically risky for Britain's army of private investors and the traditional non-UK investors in government securities.

However, as the success of the more complicated electricity flotation again proved this week, if the price is right, obstacles tend to fall away.

Since the early days of trading, the performance of water company shares has vindicated supporters.

The equity market has suffered the sort of external shocks recently which critics had predicted would shake the confidence of water investors and depress the companies' share prices. The reverse has been true, in spite of the prospect of water in the Gulf and, more importantly for the water industry, the Tory leadership crisis in the UK, water stocks have surged ahead, outperforming the rest of the market by 30 per cent since the summer.

As industry leaders had predicted, the combination of a high yield (like a gilt) and the solid virtues of an old-fashioned, regulated utility have provided an attractive hedge for most investors against the ravages of recession.

The risk of tighter regulation, for example, has looked like a pale shadow against such attractions.

The loyalty of small investors, encouraged by discounts offered on

the final payment for the shares due next year, has provided one element of stability.

There have been hiccups. Shares in Severn Trent have suffered since the company launched its ill-fated bid for Caird Group, the waste disposal company, in September. But when investors consider the share price to have fallen behind, they have been able to engineer improvements. Severn Trent this week announced an 18 per cent increase in its interim dividend — higher than most forecasts.

For some, however, the water share prices look high enough. Lyonnaise des Eaux Dunes, the diversified French water company, yesterday placed its stakes in Severn Trent and Wessex Water in the market, albeit at a hefty profit to the price it paid in the opening days of trading.

Andrew Hill

### OBSEVER



number two, Ernest Stern has decided to stay with the World Bank.

### Top investors

■ First Mick Newmarch at the Prudential, and now David Prosser at Legal & General. Turning insurance supremos into chief executive material is becoming fashionable.

Since insurance companies seem to make far more money on their investments than on insurance, maybe it makes some sense. The 52-year-old Newmarch earned his reputation on the Pru's investment management side.

The 46-year-old Prosser, headhunted from the British Coal pension fund three years ago, has improved Legal & General's mediocre investment record, although it could change with a few more investments like Levitt Group and Polly Peck.

Nevertheless Prosser's appointment to replace Joe Palmer who retires in September, is a bit of a snub for L&G long-timers. He is the first out-

### Looking around

Spotted in the City: Jacques Attali, president-designate of the European Bank for Reconstruction and Development, obviously prospecting for a site for the bank's London headquarters. Accompanied by an estate agent, he was looking at the Water City Development by Southwark Bridge, now mostly a hole in the ground but scheduled to be a building within a year.

While that seems a long time away, Attali might not be in a hurry now his hoped-for

### Deterrent

■ The looming of yet another death-penalty debate in Britain's House of Commons chimes eerily with a question put to lawyers Lovell White Durrant by the trustees of an unnamed company's pension scheme.

J.P. Mirellia

**F**ear and greed make the world go round; love merely oils the bearings. My little aphorism should suit the 1990s. For Mr John Major, the British prime minister, is committed to the application of an extra drop or so of the oils of welfare and publicly-financed social services to the bearings of capitalism, following a decade during which the two darker forces seemed to prevail.

This is not to say that the welfare state was destroyed, or even severely damaged, during the 1980s, although it is true that its earlier rate of growth was stunted. Yet Labour's proud creation has survived both the harsh public expenditure decisions of 1981-82 and the onslaught of ideology since 1987. It has come out alive, in spite of its supposed manly by a certainism, whose name I cannot quite recall just now. It commands just under a quarter of our Gross Domestic Product today, the same as it did at the end of the 1970s.

The outlook for the rest of the century is positive if you believe that state spending on health, education, housing, personal social services and universal welfare is beneficial. Give or take a recession in 1991, the share of our national income devoted to tax-financed support for these services (which include simple transfers of cash) is likely to increase, if only by fractions.

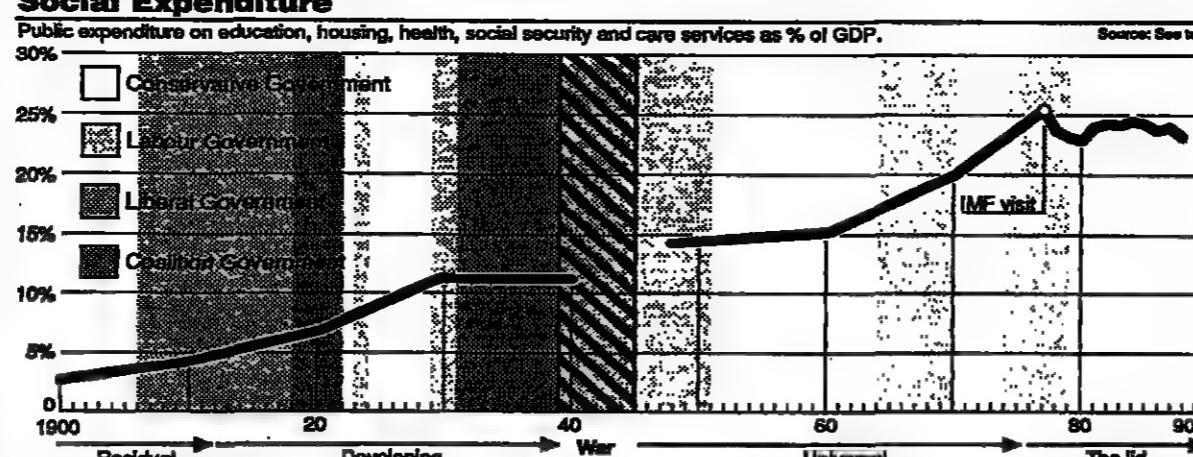
Politics, which has more to do with fear and greed than compassion, may be the spur. There is an example nearly every week. Take just one: on Wednesday Mr Major proposed a £2bn settlement with haemophiliacs infected with HIV. His backbenchers cheered. The opposition was non-plussed. I cannot imagine what his predecessor thought, but I know from her record that she herself would not have sanctioned it. There is another example every four or five years. Total welfare spending rose at elections, while, as the 1990 or 1991 contest, we already know the story. It is not many weeks since Mr Major, then chancellor of the exchequer, proudly signposted increased allocations for health and social security over the next few years. Just how much this turns out to be will depend in large part on the accuracy of the inflation assumptions built in to the Treasury's forecasts.

You can get the full history, complete with plenty of statistics, and analysis, from *The State of Welfare*, published yesterday. It is a substantial descriptive volume, in its way the foundation document of the Welfare State Programme that has been running at the London School of Economics over the past few years. John Hills, the editor, has worked with 10 associates. They take the year 1974, when Labour returned to office, as their starting point. This gives plenty of room in which to establish that there have been three important dates in the post-war history of the welfare state – and that 1979, when the Tories returned, was not one of them. The first important year, 1945, is given only passing mention, which is reasonable enough, since the history of the legislation laying the founda-

## POLITICS TODAY

# Costing Mr Major's welfare state

By Joe Rogaly

**Social Expenditure**

tions of the national health service and what was then called national assistance is well recorded elsewhere. The best numerical measure of what happened after that is total public expenditure on the social services, expressed as a percentage of GDP. Between 1945 and 1978 this social expenditure ratio roughly doubled. Why? 1978? That was the year in which the International Monetary Fund brought the drunken-sailor spending of the then Labour government to a halt. When the IMF men came to town the social share of GDP was 25.5 per cent. After they returned to Washington it was 23.7 per cent, nearly two full points lower.

By and large the Conservatives, who took office in 1979, have kept it there. You can see this from the graph. It has been concocted from a table and a quite separate illustration in *The State of Welfare*. There are sure to be differences of definition and some discontinuities. The line should therefore be taken as a rough general indication of trends; nevertheless it tells a remarkable story.

After 1945 and 1978 the third significant date is 1988, the year in which Mr Kenneth Baker's education act provided for schools to opt out of local authority control and self-government by NHS hospitals was re-invented as part of the health service review. The moves to encourage private pensions was well under way; the social security system was being tightened up.

Even if all these devices work smoothly – a big if – they are unlikely to reduce the quantity of taxpayers' money spent. I suspect that they will increase it, since independent, computer-backed institutions will produce better arguments for more money. If there is a difference it will lie in the method of spending it.

A *Tory Reform Group pamphlet* published yesterday tacitly acknowledges this, since it calls for a "significant" increase in teachers' pay, an upgrading of child benefit, tax-deduct-

**Housing costs are a problem for the middle-class, a disaster for the borderline socially-adequate**

tion vouchers for child care, and so on. But some Conservative ministers fancy that the post-1988 changes in structure, which in many areas recast the state from its role as both financier and provider to mere financier, will somehow improve welfare services at little or no cost. They have to tell themselves this because the welfare state is not merely a mechanism for poor relief, it is a source of schooling and medical care for the majority of voters, especially middle-class voters. Thinking Tories want to do more,

but cannot face that graph. The message from recent history constitutes bad news for such wobblers. *The State of Welfare's* chapter on health, written by J Le Grand, D Winter and F Woolley, uses the government's own statistics and assumptions to demonstrate that in spite of huge increases in real expenditure since 1979, the NHS is still inadequately funded. This is because both the demand for health care and the cost of providing it rise faster than the retail price index. "It is clear that the NHS was safer in the hands of Labour than it has been under the Conservatives, at least so far as the volume of resources relative to need was concerned," the authors conclude. Here we have it – waiting lists, empty beds, and derelict hospitals in academic language.

As to housing, you need no headline phrases to describe the cardboard-box people, or the technically homeless living in awful bed-and-breakfast accommodation. The former can be seen by taking a walk in London; the plight of the homeless is once again expounded in this week's merciful report by the Catholic Bishop's conference.

Mr Hill's chapter on housing, written with Beverley Mullings, partly explains the phenomenon. It acknowledges the Tories' considerable achievement in spreading owner-occupation. Fewer council houses have been built, but more private housing

has taken up some of the slack. The net effect is that there are now more dwellings in relation to households. A strong downwards shift in public spending has been accompanied by a sideways move from new construction towards renovation and repairs. All to the good. The net effect, however, is that housing has become significantly more expensive in relation to income... since 1979". Rents and first-time mortgages average greater shares of net income, although that income is higher than in the 1970s. Subsidies have been cut; mortgage interest tax relief has not. "Whatever the outcome, the price of housing is clearly less within people's means than it was before."

As I see it, this is a difficulty for the children of middle-class parents, but a disaster for those on the borderline of social adequacy. Quick programmes to provide temporary shelter will not suffice; contemporary American thinking suggests that a full menu of social services is required to get the street people off the streets. You might say that some disadvantaged people need renovation more than do houses. That rebounds on the personal social services. Back to our reference volume, which shows, in a chapter by M Evandrou, J Falkingham and H Glenister, that the growth of spending in this area has slowed considerably since 1979, barely matching the growth in officially perceived need. As to "care in the community", my view is that the financing proposed for it deserves the title of "neglect in the community".

The pressures for more spending on social security vary with the rate of unemployment, and there is an inexorable reliance on supplementary benefit and housing benefit affecting the elderly, the sick and disabled. The poll tax has made matters worse for all such people. No one now disputes that the poor have become relatively poorer since 1979; if you take account of indirect taxation into account it is possible that many of them have become absolutely poorer.

There is less political chic in alleviating such burdens than there would be in a proper school-buildings programme (plus more for the teachers), but there is a utilitarian argument for social security, morality aside. The high rates of unemployment of the 1970s and 1980s reflected those of the 1930s, but the predicted political and social revolution did not occur. Welfare off the wheels.

In the United States, a decade of welfare cuts and "Reaganomics" was accompanied by a tidal wave of new-right nostrums, of which "you won't solve anything by throwing money at it" was the most used. Now they are all whingeing about how the cities are unsafe and New York is becoming too disgusting to live in. Perhaps a touch of money is unavoidable. It may be necessary for the British government to remember that lesson. If the present recession lasts longer and bites deeper than is currently anticipated.

*"The State of Welfare, Edited by John Hills, Oxford University Press."* "The Right Way Forward: Building a Social Market Economy", by Neil Stevenson. *Tory Reform Group*. Tel: 0208-462344.

**LOMBARD**

## How to spur innovation

By Christopher Lorenz

**O**ne of the most memorable spectacles of the Thatcher decade was recurrent public grumbling by teams of British science professors about the alleged inadequacy of government funding for their research. In the past few weeks they have been at it again.

Such complaints are an obsession with researchers, an undermining of the skills of design, development and engineering (DD&E) – though these are the very factors which underpin the phenomenal competitive success of Japanese products, and many Swedish and West German ones.

If a government really wants to give a quick boost to national competitiveness through product innovation – which, especially in a recession, should certainly be a priority of the newly pragmatic Tory administration – there is little point supporting research which will take years, if ever, to reach the marketplace.

Far better, provided it could be squared with definitions of protectionism, would be to support projects which really are "near-market". That means backing design, development and engineering projects over three to five years, not much over five to 10, except in industries such as pharmaceuticals where such programmes are often vital before any development work at all can be done.

An approach of this kind would be in no way original: only a few years ago the UK government financed a "product and process development scheme", and its new funding programme for "research" by small and medium-sized companies will actually be spent partly on development projects.

What would be new, and more in tune with Tory ideology than the giving of grants for projects vetted by civil servants, would be to support to come in the form of tax credits.

R&D tax credits are already provided in France, Japan and the US. The challenge for the UK would be to find an official formula which separated D from R sufficiently, even if they could not be split apart entirely because of definitional differences between the two.

Such a move might provoke howls of protest from the science lobby, among others. But it could do a power of good for medium-term product innovation.

**LETTERS****Emu: UK should be among the leaders**

From Prof Michael Artis and Prof Mark P. Taylor:

Sir, Martin Wolf's article ("Champions enter lists for Emu", December 12) was in many ways an informative and well-balanced piece. But it does commit some important errors of judgement.

Mr Wolf seems to suggest that full monetary union is attractive to non-German members of the present ERM because it would allow them a degree of autonomy in the setting of monetary policy, which they would use to increase the European inflation rate. There are two mistakes here.

First, the behaviour of the non-German members, at least

after 1983, reveals a strong preference for a convergence of monetary policy – on the German standard in fact.

Second, while it is true that there will be a pooling of monetary sovereignty, it is quite clear that the terms of Bundesbank participation in Emu will stipulate that when the European Central Bank board matures, its primary aim will be to guarantee price stability. In that respect it will be observationally indistinguishable from the Bundesbank.

Mr Wolf also suggests that it would not necessarily hurt the interests of the British economy and the City of London if the UK were to sit out

**There is a rule of terror in West End streets**

From Mr James Y. Bourlet:

Sir, David Churchill ("Phantom of recession haunts London stage", December 3), describing the drop in ticket sales to West End theatres, surely missed one crucial explanation: the changed parking situation imposed by Westminster Council.

Restrictions now apply up until midnight, and three sets of officers enforce the restrictions. The police enable clamping, the traffic wardens ticket those parked on yellow lines and a new force tickets those overtaking on meters. These forces are privately contracted and are by any reasonable criteria reasonably severe. The situation can fairly be described as intimidating.

The results are sadly predictable – those who in the past made frequent theatre visits now go less often or have given up entirely.

James Y. Bourlet,  
25 West Square, SE1

tion 309 of Companies Act 1985 also requires directors to have regard to the interests of their company's employees when performing their functions.

Marilyn McCannagh,  
163 Belgrave Court, Linlithgow  
Bridge, West Lothian

I would point out that Sec-

ondary legislation lists for employees

Sir, Your article ("Employees as directors", December 6) only contains the rather British company law "a director must act for the benefit of shareholders".

I would point out that Sec-

ondary legislation lists for empl-

oyees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British

company law "a director must

act for the benefit of sharehold-

ers".

It is not clear whether the

secondary legislation lists for

employees as directors

as directors", December 6)

and contains the rather British





1 MIN  
pains  
RM

21

## CHARTER DEVELOPMENTS

071-355 1000

### INSIDE

**Cummins warns of fourth-quarter charge**

**Cummins** Fourth-quarter losses at US diesel engine manufacturer Cummins will "exceed substantially" the net loss of \$33.7m reported in the third quarter, the company said yesterday. Cummins also expects to make an extraordinary charge to cover the disposal of certain operations, staff cuts and the further consolidation of its manufacturing plants. Martin Dickson reports. Page 24

**To continue or not to continue** Tin prices have dived in Malaysia and the industry is struggling to survive. The average recovery cost for each kilogram of tin in a cubic metre of soil tends to be inversely related to yields: as one falls, the other goes up. Yields have fallen to as low as 0.1kg per cubic metre of soil in the past four or five years. So with poor deposit grades and poor prices, the dilemma now is reduced simply "to continue or not to continue," says one analyst with the Malaysian Chamber of Mines. Page 21

**Dark side of reform** Long-awaited reform on Italy's stock markets - due to come into effect in a matter of days - should help dealers forget one of their worst fears. Attilio Ventura (left), chairman of the Milan stock exchange, painted a dismal picture this week showing a 27 per cent drop in the bourse index this year. Yet, as Haig Simonian reports, the reforms has not been universally welcomed. Page 27

**Staking an interest** Japan's new share disclosure rules are throwing up surprises every day as details of the complex cross-ownership system and the shadowy underworld of speculator groups come into full view for the first time. The rules are intended to make Japanese stock markets more transparent and less intimidating for small investors. They force shareholders with stakes of 5 per cent or more in individual listed companies to reveal their interests. Page 23

**Greenall Whitley ahead 19.6%** Greenall Whitley, the pub, hotels and property group, has lifted annual pre-tax profits by 19.6 per cent helped by lower interest charges and higher property disposal profits. The closure of the group's breweries, announced in August was treated as a £48.9m (£95m) extraordinary debit. Christopher Hatton (left), chairman, said pulling out of breweries would help the group's retail activities, but because of the economic climate "we remain cautious about trading in the short term". Page 28

**Market Statistics**

Base lending rates	48	London traded options	27
Benchmark Govt bonds	27	London trade options	27
FT-A indices	27	Managed fund services	27
FT int bond svcs	27	Money markets	48
Financial futures	27	New bond issues	27
Foreign exchanges	48	Normal commodity prices	27
London recent issues	27	World stock mkt indices	41
London share services	24-35	UK dividends announced	21

**Companies in this section**

API	30	Johnson/Firth Brown	30
Adeptam	22	LMS	20
Albion	38	Lee (Arthur)	28
American Brands	22	Legal & General	20
Asarcos	24	M&G Second Dual	20
Berlitz Int'l	22	Nestle	22
Beth	20	Novartis	22
Bradstock	20	Opeo	22
Bromsgrove Inds	22	Peugeot	22
Cap-Gemini	24	Placer Dome	24
Cerus	22	Physus	20
Charterhouse	22	Polar Electronics	20
Chemring	20	Printech	20
Ciba-Geigy	22	Printech	22
Coch	22	Regina Health Beauty	20
Cummins Engines	22	Shanks & McEwan	22
Data General	24	Siemens	22
Dectus	22	Smyrni (J)	20
East Asiatic Company	22	Southend Property	20
Eurocopy	22	Stamps	22
Ford	22	Stearns	20
General Mills	24	Unit	20
Greenall Whitley	22	Venture Plant	22
Hoskyns	22	Volkswagen	22
Jarden Morgan	22	Wardell Roberts	22
Watson & Philip	24	Wasco	24
Watson & Philip	26	Watson & Philip	26

**Chief price changes yesterday**

FRANKFURT (DMs)		Hannover	
Deutsche Bank	+ 0.5	Coefi	+ 11
KHD	+ 0.5	Emcon	+ 11
Leifheit	+ 0.5	Fedco	+ 11
Pfeiffer	+ 0.5	Fluka	+ 11
Rhein West.	- 1.5	Giesecke	+ 11
Varta	- 1.5	Hofmann	+ 11
MEI		Hofmann	+ 11
Goodrich	+ 1.5	Honda	+ 100
Oil	+ 1.5	Oral Eng	+ 100
Quantum Chem	+ 1.5	Siemens	+ 100
Vestas	+ 1.5	Stora Enso	+ 100
Petrol		Telge	+ 24
Horni Hoesse	+ 1.5	Perstorp	+ 22
Toys R Us	+ 1.5	St Gobain	+ 16
PARIS (FFs)		TOKYO (Yens)	
Alstom	+ 1.5	Mitsubishi	+ 100
Deutsche Bank	+ 1.5	Oral Eng	+ 100
KHD	+ 1.5	Siemens	+ 100
Leifheit	+ 1.5	Stora Enso	+ 100
Pfeiffer	+ 1.5	Telge	+ 24
Rhein West.	+ 1.5	Perstorp	+ 22
Varta	+ 1.5	St Gobain	+ 16
MEI		TOKYO (Yens)	
Goodrich	+ 1.5	Mitsubishi	+ 100
Oil	+ 1.5	Oral Eng	+ 100
Quantum Chem	+ 1.5	Siemens	+ 100
Vestas	+ 1.5	Stora Enso	+ 100
Petrol		Telge	+ 24
Horni Hoesse	+ 1.5	Perstorp	+ 22
Toys R Us	+ 1.5	St Gobain	+ 16
PARIS (FFs)		TOKYO (Yens)	
New York prices at 12.30pm			
LONDON (Pence)		WPP	+ 5
Bordair	+ 112	Wico	+ 5
BSI	+ 112	West & Phi	+ 20
ERF	+ 112	Wingfield	+ 15
Excalibur	+ 112	Perstorp	+ 6
Fitch (US)	+ 112	Brastock	+ 20
General A	+ 112	Cousteau Te	+ 15
Hardy Oil	+ 112	Cousteau Te	+ 11
Lock Int'l	+ 112	General W&H	+ 12
Lon Merchant	+ 112	Tarmac	+ 9
Midland Bank	+ 112	Tioxide	+ 12
NSC	+ 112	Total	+ 10
Tele	+ 112		
Thom Em	+ 112		

FRANKFURT (DMs)

Deutsche Bank 649 + 0.5 London traded options 375 + 11  
KHD 194.5 + 0.5 London trade options 275 + 11  
Leifheit 750 + 0.5 Managed fund services 24 + 20  
Pfeiffer 720 + 0.5 Money markets 48  
Rhein West. 420 - 15 New bond issues 27  
Varta 314 - 5 Normal commodity prices 21  
MEI 39.5 + 1.5 World stock mkt indices 41  
Goodrich 39.5 + 1.5 UK dividends announced 21

LONDON (Pence)

Alstom	+ 112	WPP	+ 5
Bordair	+ 112	Wico	+ 5
BSI	+ 112	West & Phi	+ 20
ERF	+ 112	Wingfield	+ 15
Excalibur	+ 112	Perstorp	+ 6
Fitch (US)	+ 112	Brastock	+ 20
General A	+ 112	Cousteau Te	+ 15
Hardy Oil	+ 112	Cousteau Te	+ 11
Lock Int'l	+ 112	General W&H	+ 12
Lon Merchant	+ 112	Tarmac	+ 9
Midland Bank	+ 112	Tioxide	+ 12
NSC	+ 112	Total	+ 10
Tele	+ 112		
Thom Em	+ 112		

## FINANCIAL TIMES COMPANIES & MARKETS

\* THE FINANCIAL TIMES LIMITED 1990

Friday December 14 1990

Hunting Gate  
**4444**

DEVELOPMENTS  
TELEPHONE 0171 444444  
CREATING INVESTOR OPPORTUNITY

### RWE to buy US chemical group for \$590m

By David Goodhart in Bonn and Nikki Tait in New York

RWE-DEA, the oil and chemicals division of the German utility RWE, yesterday announced the acquisition of Vista Chemical Company of Houston for \$590m dollars or \$55 a share.

Vista, which makes commodity and speciality chemicals, was formed in 1984 when the bulk of the Conoco Chemicals business was acquired in a leveraged buy-out from Du Pont, America's largest chemicals company.

Its products include polyvinyl chloride (PVC) resins and compounds, detergent alkylate, surfactants and plasticiser alcohols and alumina. It sells into a wide range of end-markets, from household detergents and cosmetics to printing inks, piping and automotive fittings.

After-tax profits have fallen from \$120m in the year to end-September 1989 to \$63.3m in the past 12 months. The downturn is largely blamed on lower PVC prices and the costs of expanding and modernising Vista's ethylene plant in Lake Charles, Louisiana.

Vista was advised by Morgan Stanley. Interestingly, RWE-DEA's side of the deal was handled by Morgan Grenfell and Gleacher & Co. Morgan Grenfell is owned by Deutsche Bank, and has a minority stake in Gleacher, the New York-based investment boutique run by Mr Eric Gleacher, former head of M&A at Morgan Stanley.

The recently formed oil and chemicals division, RWE-DEA, is one of the largest but least profitable of the five new divisions with sales of DM 15.8bn (\$10.8bn) and after-tax profits of DM 1.2bn in 1989-90. For RWE as a whole

"DICK Giordano was seen as an astronomically paid American whizz manager when he came into BOC. He turned out to be a whizz manager - but not overpaid."

Like other members of the UK business community, Sir David Scholey, head of SG Warburg, regards Mr Giordano as someone who "broke the mould" of British management during the 1980s. He believed people to realise that highly motivated, energetic, assertive management is a good thing. Dick is as good today as he ever was, but he is far less distinctive among British managers because others have followed his example."

Mr Rich, who is Mr Giordano's hand-picked successor, sums up his achievement as "having made two second league companies into one first league company." And Mr Giordano himself is proud to have made BOC "one of only a handful of truly world class British companies." Last year he was awarded an honorary knighthood for services to British industry.

Mr Giordano became chief executive of BOC in 1979. The UK group had recently succeeded in its hostile bid for Alcoa, a similar sized US gases company, and Mr Giordano, as chief executive of Alcoa, had bought a yacht to enjoy what he expected to be a period of unemployment. Instead BOC asked him to take charge of the combined group.

He quickly became something of a celebrity, at a time when it was a novelty for a foreigner to run a British company.

To the outside world he was best known during the early 1980s as the country's highest paid businessman - a title he handed over to Sir Ralph Halpern in 1986.

Looking back at the last 10 years, most financial analysts have nothing but praise for the way Mr Giordano transformed BOC's gases business, which accounted for 70 per cent of the group's turnover and profits this year, into one of the world's top three players in industrial gases.

That has been achieved through a combination of a spectacular improvement in UK productivity - the workforce has been cut from 23,000 in 1980 to less than 10,000 now, while output has trebled - and bold expansion into the Asia-Pacific region ahead of BOC's competitors. One third of BOC's industrial gas turnover is

ish water companies. "I jumped on the opportunity provided by a hot market to sell the stocks and make a little profit," she said. Taking into account exchange rate gains, the sale of shares may have netted Lyonnaise a profit of more than £3m in the last year, plus dividend payments.

Mrs Morin-Postel said this year's merger between Lyonnaise des Eaux et Dumez, the French water and construction company, yesterday took advantage of the buoyant market in water shares to sell stakes in two of the UK's biggest water companies at a handsome profit.

Lyonnaise sold its 6 per cent holding in Wessex Water, and 2 per cent of Severn Trent, which it bought a year ago this week. The French group is to retain the 9 per cent stake in Anglian Water which it bought at the same time. Lyonnaise owns two water suppliers in Anglia's region.

Mrs Christine Morin-Postel, who heads Lyonnaise's international development plans, said yesterday that the deal did not lessen the French group's commitment to the operation of Brit-

ain's water companies. "I jumped on the opportunity provided by a hot market to sell the stocks and make a little profit," she said. Taking into account exchange rate gains, the sale of shares may have netted Lyonnaise a profit of more than £3m in the last year, plus dividend payments.

The corporate split will bring to a head the dire financial situation of the Waterford crystal operations. Over the past four years the accumulated losses of Waterford - one of Ireland's biggest employers with 2,300 workers - have exceeded £150m (£141.5m). This year's losses are expected to come to £121m. Without Waterford, where profits of £15m are expected this year, Waterford would be in pieces. It had bought the English fine china maker for £250m (£475m) four years ago.

"Obviously the crystal operation now has to work out its own salvation" said Mr Howard Kilroy, group chairman. Mr Kilroy said his board had

no intention of closing Waterford's crystal manufacturing operations in Ireland, where a three-month strike over the withdrawal of certain bonus payments caused losses of £10m.

Industry analysts see reorganisation as a way of isolating Waterford's problems and insulating Wedgwood from further losses. It is also seen as part of a hard-line approach to Waterford taken since a consortium, led by Mr Tom O'Reilly, the Irish born head of the Hiltz, the US food conglomerate, and Morgan Stanley, the US investment bank, paid £250m for a 30 per cent stake in the group this March. The value of their investment has since halved.

Production costs at Waterford, while lower than in the recent past, are well above other crystal producers. Sales have eased in the US - Waterford's main market - due to the falling dollar.

On Tuesday, he was appointed as assistant to his father in his role as chairman of the expanded shareholders' committee of Serafino Ferruzzi.

His further appointment yesterday to the executive chairmanship of Ferfin, the company

### For BOC, the Giordano era is ending

Clive Cookson reports on changes at the UK industrial gases giant

**M**r Patrick Rich (left) with a \$1.7m pay-off, had been seen as Mr Giordano's heir apparent until relations between the two Americans soured this year. "I started wooing Pat [Rich] to come on board as a full-time executive during early to mid-1989," Mr Giordano said yesterday. But Mr Rich did not agree to leave Societe Generale de Surveillance, the Geneva-based services multinational where he was chief executive, until early 1990.

Mr Giordano agreed that Mr Rich's appointment at the age of 58 might seem surprising. "But this guy is in the prime of his powers. I have selected someone who is an experienced European businessman - he speaks five languages and is a dedicated internationalist."

One priority for BOC in the 1990s will be to build up its continental European activities, which are still very small. "We have only trodden into Europe, because the competition there is formidable," said Mr Giordano. "We

## INTERNATIONAL COMPANIES AND FINANCE

**Citroën sales rise 7.4% to FFr70.8bn**

By William Dawkins in Paris

MR JACQUES CALVET, the chairman of Peugeot, the French car maker, revealed a 7.4 per cent increase to FFr70.8bn (\$14.27bn) in sales of the group's Citroën subsidiary.

Citroën, which does not publish separate accounts, will launch a middle-sized car in the first three months of next year, to be christened the ZX, to compete against the Volkswagen Golf, Fiat Tipo and Ford Fiesta.

He also said he will change "not one comma" of his arguments for the need to set stringent limits on imports of Japanese cars into the European Community.

Mr Calvet gave his first public response yesterday to last month's decision by his 11 fellow members of the CCMC, the

European car makers' federation, to break away and form a new grouping without Peugeot.

Mr Calvet downplayed the appearance of disunity in the European car industry given by the CCMC break-up, which fellow car company chairmen say was precipitated by his refusal to accept a change from unanimous to majority voting, after Peugeot blocked a series of industry initiatives.

"I believe all the generalist car makers hold positions which are close enough," apart from differences on "some elements of detail" such as the maximum period for an EC limit on Japanese imports, he said.

Citroën has put the brakes on production to cut stocks in line with falling demand, so it

will make 812,500 vehicles this year, 9.7 per cent less than last year's output of 900,000.

Net profits of the parent group, also including Peugeot cars, would be of the same order as last year's FFr10bn, said Mr Calvet. But he warned that group profits would be slightly less than hoped for two months ago because of the uncertainties created by the Gulf crisis.

The ZX comes out just two years after Citroën launched its XM executive model, a significant decrease in time the company has traditionally left between launching new ranges.

It is Citroën's first car to address the small to medium sized market sector, since the GS, launched in the early

1970s. The sector represents 40 per cent of European car sales.

Mr Raymond Levy, chairman of Renault, the state-owned car maker, yesterday announced a senior management reshuffle. It enlarges and makes promotions in its two top management committees and gives more emphasis to sales, said a spokeswoman.

Mr Patrick Faure, formerly secretary general, becomes head of automobile sales, replacing Mr Paul Perle du Sert, who has been given responsibility for special assignments plus environmental policy and international projects. Mr Faure's replacement as secretary general is Mr Michel Pradere, who will also keep his former responsibilities as head of human resources.

"I believe all the generalist car makers hold positions which are close enough," apart from differences on "some elements of detail" such as the maximum period for an EC limit on Japanese imports, he said.

Citroën has put the brakes on production to cut stocks in line with falling demand, so it

**Ford agrees principle of venture with VW**

By Kevin Done, Motor Industry Correspondent

FORD, the US car maker, yesterday gave its approval in principle for an ambitious joint vehicle development programme in Europe with Volkswagen of Germany.

The project to develop a so-called multi-purpose vehicle or people carrier, a high roof 7-seat estate car, is expected to involve an investment of \$25-35m.

It will include the building of a new assembly plant in Europe, with a capacity for producing 150,000 vehicles a year.

**De Benedetti group buys 10% of Spanish bank**

By George Graham in Paris

COFIR, the Spanish holding company controlled by Mr Carlo De Benedetti's Ceras group, has bought a 10 per cent stake in Banco Zaragozano, a leading Spanish private bank, for Pta.550m (\$62.2m).

Cofir plans to pool its stake with a 15 per cent holding built up by Cartera Zaragozano, a company controlled by Mr Alberto Cortina and Mr Alberto Alcolea - "Los Alcortes" - who this year gave up an attempt to win control of Banco Central. Saif, the new

most likely location for the assembly plant is Setubal, near Lisbon, but the final choice is dependent on Ford and VW receiving the sought-after financial support from the Portuguese government and the approval of the European Commission, which has the power to investigate state aid to the auto industry.

Ford said yesterday that its approval for the project was conditional on the two companies receiving the necessary clearances from regulatory

authorities in Europe and confirmation of an investment incentive package agreement with the host country's government.

Ford said that investment incentives were "an essential element of the project", and the board had therefore left open the manufacturing location, "until those incentives have been secured".

The joint development programme had already been approved by the Volkswagen supervisory board.

The niche for multi-purpose

vehicles, which has been pioneered in Europe by the Renault Espace, is expected to be one of the fastest growing segments of the European car market in the 1990s.

Output from the plant, which is likely to be a 50/50 joint venture, will be shared between the two groups and marketed separately under the Ford and VW badges.

Ford and Volkswagen are already closely allied following the merger in 1987 of their local operations in South America to form Autolatina.

third countries' currency.

A bilateral swap agreement has been established between Norway and several EC central banks.

The total access which Norway's central bank has at its disposal for short-term currency intervention is Ecu 100, equivalent to Nkr16bn.

The co-operation is meant to strengthen Norway's currency stabilisation policy but stop short of associating the krone with the exchange rate mechanism of the EMS.

NORWAY'S central bank has agreed with a committee of central banks within the European Community to expand co-operation over currency exchange rate policy.

The move follows Norway's decision in mid-October to link its currency to the European currency unit. Norway's central bank, in its currency intervention policy, will consider the EMS agreement and the EC's currency exchange rate policy by co-operating with EC members' central banks in intervening in

third countries' currency.

A bilateral swap agreement has been established between Norway and several EC central banks.

The total access which Norway's central bank has at its disposal for short-term currency intervention is Ecu 100, equivalent to Nkr16bn.

The co-operation is meant to strengthen Norway's currency stabilisation policy but stop short of associating the krone with the exchange rate mechanism of the EMS.

EAST Asiatic Company, the big Danish trading and transportation group, reported an "unsatisfactory" third-quarter result and said pre-tax earnings for the year would fall from Dkr17.7bn to about Dkr16bn. It said the change in US dollar terms would be from \$2.8bn to \$2.6bn.

The group blamed difficult

trading conditions, especially

in the wool and timber markets, recession-like conditions

in the USA, affecting the EAC

graphics machinery business,

continued tough competition

in liner shipping between Europe and the Far East and the appreciation of the krone.

While sales this year would fall from Dkr17.7bn to about Dkr16bn, it said, the change in US dollar terms would be from \$2.8bn to \$2.6bn.

The group blamed difficult trading conditions, especially in the wool and timber markets, recession-like conditions in the USA, affecting the EAC graphics machinery business, continued tough competition

NEW ISSUE

This announcement appears as a matter of record only.

December, 1990

**SANSHIN ELECTRONICS CO., LTD.****U.S.\$50,000,000****4% per cent. Guaranteed Bonds 1994**

with

**Warrants**

To subscribe for shares of common stock of Sanshin Electronics Co., Ltd.  
The Bonds will be unconditionally and irrevocably guaranteed by

The Sumitomo Bank, Limited

ISSUE PRICE 100 PER CENT.

Daiwa Europe Limited

Nomura International

Sumitomo Finance International

Swiss Bank Corporation  
Investment Banking

DKB International Limited

Barclays de Zoete Wedd Limited

Credit Lyonnais Securities

Robert Fleming &amp; Co. Limited

New Japan Securities Europe Limited

J. Henry Schroder Wag &amp; Co. Limited

Universal (U.K.) Limited

Sanyo International Limited

Baring Brothers &amp; Co., Limited

Credit Suisse First Boston Limited

Kyowa Finance International Limited

Okasan International (Europe) Limited

Tokai International Limited

S.G. Warburg Securities

This announcement appears as a matter of record only.

15th December, 1990

**THE YOKOHAMA RUBBER COMPANY, LIMITED****U.S. \$150,000,000****4½ per cent. Notes 1994**

with

**Warrants**

to subscribe for shares of common stock of The Yokohama Rubber Company, Limited

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

DKB International Limited

IBJ International Limited

Paribas Capital Markets Group

Bank of Tokyo Capital Markets Group

Baring Brothers &amp; Co., Limited

Deutsche Bank Capital Markets Limited

Leu Securities Limited

Mitsubishi Trust International Limited

J.P. Morgan Securities Ltd.

The Nikko Securities Co., (Europe) Ltd.

Okasan International (Europe) Limited

Wako International (Europe) Limited

Bank of Yokohama (Europe) S.A.

Bayerische Vereinsbank Aktiengesellschaft

Kankaku (Europe) Limited

Mitsubishi Finance International plc

Mitsui Taiyo Kobe International Limited

New Japan Securities Europe Limited

Nomura International

J. Henry Schroder Wag &amp; Co. Limited

S.G. Warburg Securities

fit in east  
two years

FINANCIAL TIMES FRIDAY DECEMBER 14 1990

## INTERNATIONAL COMPANIES AND FINANCE

**Cold reaction to Adsteam plan for restructuring**

By Tim Blue in Sydney

**T**HE Australian investment community has reacted coldly to plans by the Adsteam group to restructure its inter-company shareholdings and create a retailing giant focused on Woolworths and David Jones. Shares in the main companies were marked back sharply in the first full day's trading after the announcement.

The Adsteam companies propose to combine the publicly listed Adelaide Steamship Company, Tooth and Company and David Jones with their jointly owned Industrial Equity to form one listed entity – to be known as the Adsteam Group – by next September.

The resulting company will have debt of about A\$4.5bn (US\$3.46m) and a cash flow deficiency estimated by Mr Viktor Shvets, analyst at Barings Securities (Australia), at between A\$150m and A\$200m a year.

Adsteam intends to cut Petersville Sleigh and National Consolidated adrift by reducing or selling the Adsteam Group's holding. In a statement, Adelaide Steamship Company said all bank loans would be rescheduled to a new maturity date proposed to be December 31, 1991.

"The Adsteam Company will retain for the time being its investments in National Consolidated and Petersville Sleigh, though these will be reduced or sold as part of the corporate reconstruction and asset divestment programme," the company said.

It is proposed that shares in the new company, the Adsteam Group, be exchanged for shares in Adelaide Steamship, David Jones and Tooth and Company, in a proportion yet to be worked out. Present minority shareholders in these companies will be shareholders in the Adsteam Group. Ahead of the proposed restructuring, Adelaide Steamship Company owns 18 per cent of Tooth, 33.3 per cent of Industrial Equity (Woolworths), 49 per cent of David Jones, 18.6 per cent of Petersville Sleigh and 18.5 per cent of National Consolidated. David Jones owns 48 per cent of Adelaide Steamship Com-



John Spalvin: who will be willing to inject more equity?

pany, 33.3 per cent of Industrial Equity and 44 per cent of Tooth.

Tooth owns 49 per cent of National Consolidated, which owns 19 per cent of David Jones; it owns 40 per cent of Petersville Sleigh which owns 27 per cent of Tooth and it owns 33.3 per cent of Industrial Equity.

After the restructuring, the new Adsteam Group will hold the Woolworths and David Jones interests, and a 60 per cent stake in Petersville Sleigh and 57 per cent in National Consolidated.

Share market reaction has been mixed. At the end of the first full day after the announcement, Adsteam closed down 8 cents on pre-announcement prices at 36 cents, David Jones was 20 cents down at 50 cents and Tooth and Co Ltd was down 20 cents to \$1.10. Petersville gained 16 cents and National Consolidated had improved 8 cents to 38 cents.

Mr Charles Macak, managing director of investment management at County NatWest Securities, said: "The reality is, whatever the structure, it is carrying a lot of debt. It still needs to raise a lot more equity."

For Mr John Spalvin (Adsteam Steamship Company's chairman) and minority shareholders, the question remains: Who will be prepared to inject more equity?

While Mr Pickens was forced to disclose that the money for the purchase was borrowed

puzzled by the company's just announced holding.

Speculative companies have often chosen not to register their shares, foregoing a dividend payment, albeit small, for the benefit of anonymity. Target companies were confused by wild fluctuations in their share prices and stocks would be ramped, then dropped, and ramped again when the Tokyo market was at its peak last year.

Mr Takeshi Kadomura, manager of the listing office at the Tokyo exchange, said the clearer picture of stockholdings should increase confidence in the market: "Small investors always hear the rumours about stock buying, but now they can see

**Japanese speculators reveal all**

Robert Thomson looks at new rules governing disclosure regulations

**T**HIS sudden surfacing of serious problems at Shuwa, the investment company, and a public confession from Mr T. Boone Pickens are both part of the recent openness in Japan, as is a daily parade of curious announcements that companies have just discovered the identity of their largest shareholder.

From December 1, gave companies five days to tell details of their investments, including sources of funding, buy-back agreements and the like.

Any change in the stake must also be reported within five days. In the interests, the Ministry of Finance explained, of protecting investors against "unscrupulous disclosure".

In a handbook explaining the rule, the ministry admits that "there are quite a few occasions where investors acquire large blocks of shares" without disclosing the interest.

The events of recent days have proved this to be true. Not only have investors been unaware, but company executives claim to be ignorant of their newly revealed shareholder.

Nippon Lace, a textile company and a favourite target of speculative buyers, claimed yesterday to be bemused by the fact that Fukoku Sangyo, a steel sales company and management consultancy, now owns 40.3 per cent of its shares. Fukoku Sangyo also owns 24.8 per cent of Gajouen Kankyo, a hotel operator, whose executives also said they were

surprised to find themselves.

Among the more interesting revelations of recent days are:

- Shuwa Corporation, run by the aggressive Mr Shigeru Kobayashi, produced a full list of hostile stakes built in seven Japanese retail companies at an estimated cost of Y500bn.

More ominously, Shuwa disclosed that large stakes in two retailers, Chifusui and Matsuzakaya, are being held as collateral for loans to service its "restructuring" of the Japanese retail industry.

- Itoman, the financially troubled trading house attempting to shed property debts of Y700bn, was

surprisingly surprised to find

unwilling to join the Matsushita corporate family.

The list of unusual investments is long. Hokushin Construction, which mixes building and stock speculation, has just informed Ishii Food Company, a hamburger meat maker, that it holds 12.6 per cent of outstanding shares.

Mr Veji Sasaki, who unsuccessfully attempted to buy the Japanese operation of Avon Products, now has a 23.1 per cent stake in Japan Carit, a maker of industrial chemicals and explosives. The colonial Mr Sasaki is head of "Friends of Freesia", and replaces Matsubara, the trading house, as Japan Carit's largest shareholder.

A senior Finance Ministry official insisted that share price manipulation should become a practice of the past, unless companies choose to violate the law, which carries a maximum penalty of one year imprisonment or a fine of Y1m.

The official admitted that the fine is small compared with the potential gains from speculation, but said that the "public humiliation" that goes with the penalty is an important deterrent.

"We expected these strange shareholdings to be made public because some of the speculator groups have previously not released details of their investments. We hope that the market will be more orderly, and that smaller investors realize they now have equal access to information," the official said.

The filings have also highlighted the excursions of solid non-financial companies into stock speculation. Most of these investments have involved purchases of less than 5 per cent, and remain undisclosed, but World, a leading fashion house, admitted that it and an affiliate hold 10.7 per cent of Tokyo Tokushu Denzen, an electric wire manufacturer, for "purely investment reasons".

"We started buying the stock in late 1987 with the aim of making a profit from share trading. We have no intention of establishing a business relationship because it's a completely different industry.

We have been reducing our share investments, and want to concentrate on the fashion industry," a World spokesman said yesterday.



T. Boone Pickens: public confession for corporate misdeeds

for themselves."

Among the more interesting

revelations of recent days are:

- Shuwa Corporation, run by the aggressive Mr Shigeru Kobayashi, produced a full list of hostile stakes built in seven Japanese retail companies at an estimated cost of Y500bn.

More ominously, Shuwa disclosed that large stakes in two retailers, Chifusui and Matsuzakaya, are being held as collateral for loans to service its "restructuring" of the Japanese retail industry.

- Itoman, the financially troubled trading house attempting to shed property debts of Y700bn, was

surprisingly surprised to find

unwilling to join the Matsushita corporate family.

The list of unusual investments is long. Hokushin Construction, which mixes building and stock speculation, has just informed Ishii Food Company, a hamburger meat maker, that it holds 12.6 per cent of outstanding shares.

Mr Veji Sasaki, who unsuccessfully attempted to buy the Japanese operation of Avon Products, now has a 23.1 per cent stake in Japan Carit, a maker of industrial chemicals and explosives. The colonial Mr Sasaki is head of "Friends of Freesia", and replaces Matsubara, the trading house, as Japan Carit's largest shareholder.

A senior Finance Ministry official insisted that share price manipulation should become a practice of the past, unless companies choose to violate the law, which carries a maximum penalty of one year imprisonment or a fine of Y1m.

The official admitted that the fine is small compared with the potential gains from speculation, but said that the "public humiliation" that goes with the penalty is an important deterrent.

"We expected these strange shareholdings to be made public because some of the speculator groups have previously not released details of their investments. We hope that the market will be more orderly, and that smaller investors realize they now have equal access to information," the official said.

The filings have also highlighted the excursions of solid non-financial companies into stock speculation. Most of these investments have involved purchases of less than 5 per cent, and remain undisclosed, but World, a leading fashion house, admitted that it and an affiliate hold 10.7 per cent of Tokyo Tokushu Denzen, an electric wire manufacturer, for "purely investment reasons".

"We started buying the stock in late 1987 with the aim of making a profit from share trading. We have no intention of establishing a business relationship because it's a completely different industry.

We have been reducing our share investments, and want to concentrate on the fashion industry," a World spokesman said yesterday.

**HYUNDAI**  
ENGINEERING & CONSTRUCTION CO. LTD

incorporated in The Republic of Korea with limited liability

**US\$50,000,000**

Floating Rate Notes Due 1993

(Redeemable at the option of Noteholders in 1989)

In accordance with the provisions of the Floating Rate Notes, notice is hereby given as follows:

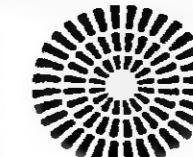
Interest Period : December 13, 1990 to June 13, 1991 (182 days)

Rate of Interest : 7 1/4% per annum

Coupon Amount : US\$ 398.13  
(per note of US\$10,000)  
US\$ 19,906.25  
(per note of US\$500,000)

Agent

**LTCB Asia Limited**



**SOUTHEAST BANKING CORPORATION**

**US\$75,000,000**  
Floating rate subordinated capital notes, due 1997

For the six months 14 December, 1990 to 14 June, 1991 the notes will carry an interest rate of 7 1/4% per cent per annum. Interest due on 14 June, 1991 will amount to US\$388.65 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company

**JPMorgan**

**DEVELOPMENT FUND OF ICELAND**  
(FRAMKV/AEMDASIODUR ISLANDS)

(Established under the laws of the Republic of Iceland)

**U.S.\$35,000,000**

Floating Rate Notes 1997

Retractable at holders' option in 1995  
Notice is hereby given that the Rate of Interest has been fixed at 7.675% and that the interest payable on the relevant interest Payment Date June 14, 1991 in respect of U.S.\$100,000 nominal of the Notes will be U.S.\$3,886.44.

December 14, 1990

By: Citibank N.A. (CSSI Dept.), Agent Bank

**CITIBANK**

**BUSINESSES FOR SALE**

**Lennard Books Limited**  
(In Liquidation)

The liquidator offers for sale the assets of this publishing company, which principally comprise stocks of books.

For further information please contact: Roy Welsby or Sue Staunton, Grant Thornton, 1 Westminster Way, Oxford OX2 0PZ  
Tel: 0865 244977  
Fax: 0865 724420

**Grant Thornton**

**RED ALERT**  
A comprehensive information service providing

- A weekly newsletter listing alphabetically companies against which winding up petitions have been presented
- Companies where an administrative receiver has been appointed or removed
- Companies whose members have passed a voluntary winding up resolution
- A telephone enquiry handling service for further information on newsletter entries.

For details please contact:

Andrea Key, MCB University Press  
82 Toller Lane, Bradford BD8 9BY  
Tel: (0274) 499821, Fax: (0274) 547143

**MCB**  
University Press

**SOUTH COAST SPORTS SHOPS**

3 Branches, good location, clean stock, turnover c.£3/4 million.

Offers c.£200,000 + S.A.V.

Write Box H7825, Financial Times, One Southwark Bridge, London SE1 9HL

**FOR SALE**  
COMPUTER MAINTENANCE & COMMUNICATIONS COMPANY

- 170 approx £350,000 p.a.
- Good recurring contract revenues.
- Established 6 years.
- City/financial base.
- Micro-computer and communication expertise.
- Low cost premises near London Bridge.

Tremendous growth potential within Finance sector from an established and profitable base.

Write Box H7826, Financial Times, One Southwark Bridge, London SE1 9HL

**BUSINESSES FOR SALE**

**ALSO APPEARS TODAY**

**ON PAGE 6**

**AMENDMENT**

Province of Alberta  
(Incorporated under the laws of  
Alberta, Canada)

**US\$500,000,000**

Floating Rate Notes due 1993

Notes are hereby given that the Rate of interest has been fixed at 7 1/4% per cent for the interest period 13th December, 1990 to 13th June, 1991.

The interest amount payable on 13th June, 1991 will be US\$ 382.91 in respect of US\$ 10,000 nominal amount of the Notes, and US\$ 9,397.65 in respect of US\$ 250,000 nominal amount of the Notes.

For advertisement details  
please telephone  
Mark Hall Smith  
on 071-407 5752.

Canadian Imperial  
Bank of Commerce  
Agent Bank  
11th December, 1990

Autopistas del Andalucia  
Concesionaria Espanola S.A.  
U.S.\$115,000,000  
Guaranteed Floating Rate  
Notes due 1993

In accordance with the provisions of the Notes, notice is hereby given that the Rate of interest for the next Interest Period has been fixed at 7 1/4% per annum. The Coupon Amounts will be U.S. \$385.49 in respect of the U.S. \$10,000 denomination and U

**MURRAY UNIVERSAL SICAV**

Registered Office: Luxembourg, 14, rue Aldringen  
R.C. Luxembourg Section B 8621

**DIVIDEND ANNOUNCEMENT**

The Board of Directors has announced two dividends on the Pacific Sub-fund.  
For accounting period ended March 31st, 1990

- a dividend of 0.0042 USD per share to shares subscribed and in circulation on 10.12.90. Ex-dividend date 11.12.1990, payable on or after 20.12.90 against presentation of coupon n° 1.

For accounting period ended March 31st, 1990

- a dividend of 0.0455 USD per share to shares subscribed and in circulation on 10.12.90. Ex-dividend date 11.12.1990, payable on or after 20.12.90 against presentation of coupon n° 2.

Registered shareholders will be paid by cheque while holders of bearer shares can cash the dividend at the following bank:

BANQUE GENERALE DU LUXEMBOURG S.A.  
27 Avenue Monterey  
Luxembourg

The Board of Directors



**Kansallis-Osake-Pankki**

(incorporated with limited liability in Finland)

Yen 10,000,000,000  
Subordinated floating rate notes  
due 1991

Notice is hereby given that for the interest period from 14 December 1990 to 14 June 1991, the notes will carry an interest rate of 5.21985% per annum. Interest payable on the relevant interest payment date, 14 June 1991 will amount to Yen 521,986 per Yen 10,000,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

**FINANCIAL TIMES****Business Law Brief**

Each month Business Law Brief reports on worldwide developments in law and legal policy which have a practical impact on business and business lawyers.

BLB is topical and time-saving, and has been appreciated by busy lawyers for nearly two decades.

For more information, call  
Judith Harris, FT Business Information  
071-240 9291 - fax 071-240 7946  
or write to:  
FTBL, Tower House, Southampton Street  
London WC2E 7HA

**INTERNATIONAL PROPERTY ADVERTISING**

appears every Saturday in  
the Weekend FT.  
For more information call  
Lourdez Bellis  
ON  
071-873 4839

**INTERNATIONAL COMPANIES AND FINANCE****Cummins warns of charge and bigger loss for quarter**

By Martin Dickson in New York

**CUMMINS** Engine, the loss-making manufacturer of diesel engines, said yesterday that it expected to take an extraordinary fourth-quarter charge to cover the disposal of certain operations, staff cuts and the further consolidation of its manufacturing plants.

The company, the world's largest independent manufacturer of diesel engines, said the precise amount had yet to be determined.

It also announced that its fourth-quarter loss - exclusive of the extraordinary charge - would "exceed substantially" the net loss of \$83.7m reported in the third quarter. It also expected to report a loss

in the first quarter of 1991. Cummins, which has the largest share of the US market for diesel heavy truck engines, has been hit by a slump in demand. It is projecting a 10 per cent drop in the US market in 1991.

A representative said yesterday that there was also a softening in the market for recreational vehicle and boat generator sets, while its engine manufacturing plant in Brazil was suffering declining sales because of the economic upheaval there.

Cummins did not spell out whether the extraordinary charge would involve the sale or closure of certain

operations. It said its action was designed to reduce its operating expenses.

The company, which has about 25,000 employees, has already reduced its workforce by more than 500 in recent months.

After seeing off two potentially hostile shareholders in the past two years, the company sold a 27 per cent shareholding last summer to three friendly investors - Ford Motor, Texaco and Kubota of Japan.

Yesterday's news hit the company's shares, which were down \$1 at \$34.75 at mid-session on the New York Stock Exchange.

**Placer Dome to bid for Chile gold**

By Robert Gibbons  
In Montreal

**PLACER DOME**, North America's second largest gold producer, will be among the bidders for a group of Chilean gold properties that Cominco, the Canadian metals and fertilizer producer, plans to put up for sale shortly.

Placer owns half the La Colpa gold and silver mine in Chile, and regards the conditions for the mining industry there as encouraging.

Cominco Resources International has asked NM Rothschild & Sons to examine the possibility of selling the group's interests in several Chilean gold properties, including a 50 per cent stake in one estimated to contain 3.2m ounces of gold.

Cominco also owns 26 per cent of the Marte project, which recently came into production, and expects to produce nearly 100,000 oz yearly from 1991 onwards.

It also owns 53 per cent of the US\$200m Quebrada Blanca copper project in northern Chile.

Sale of the gold properties would be intended to finance most of the Quebrada Blanca project.

A decision is expected from Cominco next month.

Placer has been trying to expand its total gold reserves, now stood at nearly 1em oz worldwide. Nearly a quarter of its reserves are in Papua New Guinea.

The company has spent nearly \$400m this year to buy gold and copper deposits in northern British Columbia, including Mount Milligan.

Mr Anthony Petrina, Placer president, said the company regarded Chile as a promising area geologically and that it was ready to expand its gold mining activities there.

Placer is also interested in increasing its base metals activities in several parts of the world.

At the end of 1990 its cash resources will be nearly US\$600m.

**American Brands plans to write down stock in E-11**

By Nikki Taft in New York

**AMERICAN BRANDS**, the large US tobacco, spirits and financial services group, said yesterday it expected to write down the value of its preferred stock in E-11, a holding company whose assets range from Samsonite luggage to the Culligan water treatment business.

American Brands carries the stock at \$21m in its balance sheet, but declined to quantify the size or timing of the write-down or the stock.

E-11 was formed as an acquisition vehicle, and bid for American Brands in 1988. It was subsequently bought by its target.

Most of E-11's businesses were then sold by American Brands to a subsidiary of Riklis Family Corporation, part of the empire controlled by Mr Michael Riklis.

As part of the deal, American Brands received preferred stock in this subsidiary, it said

yesterday that, although dividends had started accruing on the stock in July 1989 with no payments made to date, the stock had been valued on the assumption that it would be redeemed next June.

Last week, however, Mr Riklis resigned as chairman and chief executive officer, predicted "modest" earnings-per-share growth in 1991 and said he would recommend "a more modest increase" in the dividend than in recent years, AP-DJ reports.

He added that McGraw-Hill chairman and chief executive officer, predicted "modest" earnings-per-share growth in 1991 and said he would recommend "a more modest increase" in the dividend than in recent years, AP-DJ reports.

He added that McGraw-Hill stood by its 1990 earnings prediction of \$3.50 to \$4 a share.

The publishing and information services company posted a 1989 fourth-quarter loss of \$2.0m

a share and full-year net income of 9c cents.

**Poor figures at Jarden Morgan may hit payout**

By Terry Hall in Wellington

**JARDEN MORGAN**, the international broking and investment group which is being wound up, yesterday announced an unexpected poor result indicating that its shareholders will receive a much smaller payout than expected.

For the six months to September 30 it suffered a total loss of NZ\$36.2m (US\$2.5m). In September its directors told shareholders that the company would be in a break-even position in this period.

They had forecast that once the company had finished its asset sales programme it should have NZ\$100m in cash to distribute to shareholders.

Yesterday Mr Bryan Johnson, chairman, said the cash figure was now more likely to be between NZ\$75m and NZ\$85m.

Based on that estimate, shareholders should receive a payout of about 29 cents a share rather than the

36 they had been expecting.

The problems arose due to delays with the asset sales programme, including the failure last month of the deal to sell the company's Australian and Singapore operations to First Capital Corporation of Singapore, which was unable to acquire Singaporean regulatory approval.

The company had to take an abnormal writedown of NZ\$24.5m which, when added to the operating loss of NZ\$3.6m, brought the pre-tax loss to NZ\$32.6m, compared with a total loss of \$78.7m in the year to March 31.

Asset sales to date include Deak International's London operation to Barclays Bank of the UK. Deak International Trading US is under offer.

The trust business in Monaco has been taken over by management and the Gibraltar operations are also being sold.

**Chairman to quit Data General at year-end**

By Louise Kehoe  
in San Francisco

**MR EDSON de Castro**, chairman and founder of Data General, the struggling mini-computer manufacturer, will leave the company at the end of the year and will not stand for re-election to its board of directors, the company said.

Mr de Castro's departure has been prompted by "a decision of the board of directors", said Data General.

Co-founder and vice-chairman Mr Herbert J. Richman is also planning to leave. Mr Richman will not stand for re-election to the board, although he will continue as executive vice-president for the Asia/Pacific region until he retires from the company at the end of the current fiscal year in September 1991.

Mr Ronald J. Shanks, who took over day-to-day management responsibilities from Mr de Castro a year ago, will remain as president and chief executive.

Mr de Castro will not be retiring from the computer business. "He says that he plans to look for new opportunities in the industry, although he has no definite plans," the company said.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

Mr de Castro designed the first minicomputer while he worked at Digital Equipment in the 1960s. He left Digital to form Data General in 1968.

He resigns as chairman of the

minicomputer unit.

These are associated with present operations and previously-closed facilities, and the estimated cost of increased royalties to the State of Arizona.

Mr de Castro said of his resignation: "I feel disappointed, but I recognise that the board runs the company and their wishes have to prevail. I am leaving on an amicable basis."

ans to go  
1992 issue  
holders

Wasps said it was taking a step to form cross-holding arrangements with other firms in Europe, to give itself a better chance of surviving. Wasps also cited tax reasons for its decision as the Spanish tax system programme, which will be introduced next year, would increase Wasps' tax bill by an extra £10m. Sir John is recommending a mutual insurance company.

Wasps is the country's leading insurer in terms of gross written premiums of \$1.2bn. It ranks third in terms of insurance revenue.

Troy Hanna said recently that it had established a subsidiary in the Canadian auto-reinsurance market by forming a subsidiary in Toronto.

**Environment provision**

The group's net earnings for the nine months to the end of September were \$1.1bn. The provision for leased state facilities was an area of great costs expected to further erode rates under new government leasing standards by Arizona, which is contributing to道

\$200,000,000

**LINE MIDLAND BANKS, INC.**

Interest Rate  
and Notice Due 2020

Interest Rate  
and Notice Due 1991

Interest Rate

</

This announcement appears as a matter of record only.

NEW ISSUE

13th December, 1990

# TOWA

Towa Real Estate Development Co., Ltd.

**U.S.\$100,000,000**

**4½ per cent. Guaranteed Bonds 1994**

unconditionally and irrevocably guaranteed by

The Tokai Bank, Limited

with

**Warrants**

to subscribe for shares of common stock of  
Towa Real Estate Development Co., Ltd.

**ISSUE PRICE 100 PER CENT.**

Nomura International

Bankers Trust International Limited  
Baring Brothers & Co., Limited  
Credit Suisse First Boston Limited  
Deutsche Bank Capital Markets Limited  
Robert Fleming & Co. Limited  
Goldman Sachs International Limited  
KOKUSAI Europe Limited  
LTCB International Limited  
Merrill Lynch International Limited  
NatWest Capital Markets Limited  
Société Générale  
Universal (U.K.) Limited

Tokai International Limited

Barclays de Zoete Wedd Limited  
Chuo Trust International Limited  
Daiwa Europe Limited  
Dresdner Bank  
Generale Bank  
Kleinwort Benson Limited  
Lehman Brothers International  
Maruman Securities (Europe) Limited  
Mitsui Trust International Limited  
Salomon Brothers International Limited  
Sumitomo Trust International plc  
S.G. Warburg Securities

**GLOBAL GOVERNMENT PLUS FUND LIMITED**  
International Depository Receipts  
representing 100 Common Shares

Notice is hereby given to the shareholders that the Board of Directors of GLOBAL GOVERNMENT PLUS FUND LIMITED has delayed a quarterly dividend of USD 0.105 per common share payable over the next quarter on a monthly basis in January, February and March, 1990.

Monthly dividends of USD 0.035 per common share will be payable on January 31, 1990, February 28, 1990 and March 28, 1990 to shareholders on the register on January 16, 1990, February 13, 1990 and March 13, 1990 respectively.

Coupons numbers 30 to 32 of the International Depository Receipts will therefore be payable in USD on the following dates and at the rates indicated below, net of the depositary's fee, at the following offices of MORGAN GUARANTY TRUST COMPANY OF NEW YORK:

BRUSSELS - 35 avenue des Arts  
LONDON - 1 Angel Court  
FRANKFURT - 44-46 Mainzer Landstrasse  
ZURICH - 38 Stockerstrasse

IDR CPN NR. RECORD DT. PAYABLE DT. DIV P/IRD OF 100 SHS (USD)

30 14.01.90 07/22/91 3.25

31 13.02.91 07/03/91 3.25

32 13.03.91 04/04/91 3.25

MORGAN GUARANTY TRUST COMPANY OF NEW YORK  
BRUSSELS OFFICE AS DEPOSITORY

**U.S. \$150,000,000**  
Arab Banking Corporation (B.S.C.)  
Floating Rate Notes Due 2000

As principal paying agent for the above issue Société Générale Alsaciennes de Banque hereby gives notice of an error in the printing of Coupon numbers 26 and 27 relating to the above Notes. The dates appearing on such Coupons should be June, 1998 and December, 1998, respectively and not June, 1988 and December, 1988 and such Coupons will be paid only in June and December, 1998, respectively.

Société Générale  
Alsaciennes de Banque

U.S.\$100,000,000 Guaranteed Floating Rate Notes due 1994.  
**Citicorp Overseas Finance Corporation N.V.**  
(Incorporated with limited liability in the Netherlands Antilles)  
Unconditionally guaranteed by

**CITICORP**

Notice is hereby given that the rate of interest has been fixed at 7.9375% and that the interest payable on the relevant interest payment date, March 14, 1991, against Coupon No. 48 in respect of US\$1,000 nominal of the Notes will be US\$19.84.

December 14, 1990, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

**CITIBANK**

**The Bear Stearns Companies Inc**  
(A corporation organized under the laws of the State of Delaware, USA)

**U.S. \$200,000,000**

Floating Rate Notes due 1994

For the three month period 13th December, 1990 to 13th March, 1991 the Notes will carry an interest rate of 7.78% per annum with an interest amount of U.S. \$195.31 per U.S. \$10,000 Note payable on 13th March, 1991.

Bankers Trust  
Company, London

Agent Bank

## ISLE OF WIGHT

The FT proposes to publish this survey on  
March 17, 1991.

It will be of particular interest to the 54,000 businessman involved in the decision making about Relocating Premises who are also regular FT readers. If you want to reach this important audience, call Clive Booth on 071 873 4152 or fax on 071 873 3075.

**FT SURVEYS**

## INTERNATIONAL CAPITAL MARKETS

### German bonds advance on tighter monetary targets

By Simon London in London and Patrick Harverson in New York

GERMAN government bonds moved higher again yesterday, encouraged by the tight monetary targets for next year unveiled by the Bundesbank.

In the futures market, the March Bund future opened at 84.00 and rose strongly throughout the day and closed at 84.43.

In the cash market, the 8½ per cent 10-year bond closed on a yield of 8.62 per cent, against 8.66 per cent on Wednesday.

The Bundesbank's monetary growth target of 4 to 6 per cent in 1991, the same as this year, was taken as a bullish sign by the market. The target was seen as particularly stringent in view of the expected expansion of the east German economy over the next 12 months.

"The Bundesbank has signalled that it will not consider regional economic factors in the conduct of monetary policy," commented one analyst. "They are acting as if nothing has happened."

ALTHOUGH stronger than expected retail sales figures for November prompted modest selling of US government

#### BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK Gilts	13.500	08/02	103-11	+0.02	11.23	11.18	11.44
	13.000	03/03	101-12	+0.022	10.47	10.59	11.28
	9.000	01/03	106-02	-0.009	10.21	10.36	10.36
US Treasury	8.500	11/00	103-28	-0.032	7.85	8.13	8.40
	8.750	08/20	107-13	-0.025	8.08	8.29	8.54
JAPAN	No 119	4/300	87-2315	-0.200	8.84	8.84	8.98
	No 123	6/400	87-2001	+0.447	8.72	8.95	7.47
GERMANY	9.000	10/00	102-5000	+0.020	8.91	8.94	8.98
FRANCE BTAN OAT	9.000	11/00	95-0027	+0.037	10.11	10.15	10.25
	8.500	08/00	95-0400	+0.050	9.76	9.84	10.27
CANADA	10.500	03/01	102-4750	-0.125	10.10	10.34	10.35
NETHERLANDS	9.250	11/00	102-1200	-0.002	8.95	9.10	9.77
AUSTRALIA	13.000	07/00	105-0220	-0.070	11.95	12.02	12.64
BELGIUM	10.000	09/00	100-8500	+0.400	9.84	9.70	9.77

London closing. \*denotes New York morning session

Prices: US, UK in \$/100s.; others in decimal

Technical Data/ATLAS Price Sources

Source: Bloomberg

Technical Data/ATLAS Price Sources

the economic bears still far outnumber the bulls, and the selling pressure petered out relatively quickly.

The Federal Reserve concluded a series of four-day matched sales agreements to siphon reserves from the banking system. The need to reduce liquidity followed the introduction yesterday of the first phase of the Fed's new reserve requirements, which reduce the amount of money banks have to place in non-interest earnings accounts with the central bank.

The Fed's operations were executed when Fed funds were trading at 7.74 per cent. After the intervention, the rate firms to 7.74 per cent.

At midday the benchmark 30-year Treasury bond had eased ¾ to 107¾, yielding 8.09 per cent. Earlier in the morning the long bond had been almost half a point lower. At the short and the two-year issue was down just ¼ to 100¾ to yield 7.23 per cent.

The early sell-off followed data showing retail sales in November fell just 0.1 per cent. The market had been looking for a larger fall, and some took the news as evidence that the economy may not be in recession for very long. However,

the economic bears still far outnumber the bulls, and the selling pressure petered out relatively quickly.

The Federal Reserve concluded a series of four-day matched sales agreements to siphon reserves from the banking system. The need to reduce liquidity followed the introduction yesterday of the first phase of the Fed's new reserve requirements, which reduce the amount of money banks have to place in non-interest earnings accounts with the central bank.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The benchmark 11½ per cent gilt maturing 2003/07 closed at 102½ for a yield of 10.49 per cent, against an opening price of 102½.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of 90.19 during early trading, but closed at 90.13.

The March futures contract opened at 90.11 and rose to a high of



## UK COMPANY NEWS

## Next shares recover to 14½p after reassurance on borrowing position

By John Thornhill

NEXT, the fashion chain and mail order group, was hit by stock market jitters yesterday as its share price tumbled from 15½p to 6½p in heavy turnover before recovering to 14½p after the company released a reassuring trading statement.

The shares have fallen this year from a peak of 108p.

Investors seemed to panic about the viability of the company as speculation swirled around the market that the company was in crisis talks with its bankers and would be unable to repay two convertible bond issues due in 1992.

The slide was exacerbated by a downgrading from Goldman Sachs. The US investment bank reduced its profits forecast from £10m to £2m for the current year because of difficult trading conditions.

Next issued a mid-afternoon statement saying that it was operating within its borrowing facilities and continued to enjoy the support of its bankers.

The company added that it continued to expect a profitable outcome from its retail and home shopping operations in the current year. It also announced the disposal of a

property for £2m. Earlier this year, Next sold property worth £23.75m.

Negotiations about the sale of the Club 24 credit card operations were said to be continuing, although analysts believed that if no buyer could be found the company would wind it down. The problem lies a long way out, with the refinancing of the bonds.

Mr John Richards, at County NatWest, agreed: "There is no question about its ability to survive right now and into next year, but people are increasingly realising that time is running out."

## Eurocopy advances 60% to £11.32m

By David Owen

EUCOPY, the office equipment supplier which recently admitted past malpractice at a Scottish subsidiary acquired in March 1989, reported a 60 per cent advance from 27.07p to 111.32p in annual pre-tax profits.

Turnover for the year to September 30 rose by 40 per cent to £48.22m (£34.65m). Of this, 44 per cent came from metered income and other service revenue, up from 36 per cent in 1989. The group specialises in supplying photocopies and facsimile equipment.

Earnings per share climbed from 10.45p to 15.35p. A final dividend of 2.5p (2.1p) is recommended, making a total of 4p.

(3p). The shares gained 1p to 15½p.

The malpractice related to a type of flex lease offered by Purdie & Kirkpatrick, a business bought by Eurocopy from Sketchley as part of the £14.2m Equipo acquisition. These typically offered customers the option of upgrading to new equipment after 18 months.

According to Eurocopy, malpractice was "stamped out" in the wake of staff changes made in February 1990. "Anything from the middle of February is so kosher it's unbelievable," said Mr Cyril Gay, chairman.

Mr Gay said that the group had so far identified 50 cases in which customers had been mis-

led and had settled the related leases at its own expense. A total of 223.8m, from a £500,000 provision established on the purchase of Equipo, has to date been used for this purpose, with the balance carried forward.

Costs incurred in compensating customers for actions which occurred before Eurocopy bought Equipo are to be the subject of a claim against Sketchley. The group said in October that it was "reviewing warranty claims" against the dry cleaning and vending company "in accordance with a formula which provides for up to 11.9 times the loss suffered."

An additional £286,000 has been charged against profits for the year just ended to meet the "maximum foreseeable cost" of releasing customers from improperly obtained contracts agreed after Eurocopy's acquisition of Equipo.

Mr Gay's current estimate of the number of cases in which customers' complaints may be justified is "about 100". "We have had a grand total of 207 letters complaining about being misled," he said.

At the year end, the group had cash balances and short-term investments of £9.3m. It said that sales of furniture and general office supplies had fallen sharply due to policy changes.

## Electricity privatisation buoys Doctus

By Clare Pearson

PRIVATISATION OF the electricity industry helped Doctus, a management, marketing and human resources consultancy, shrug off the UK economic gloom and achieve a 32 per cent increase, from 28.4m to £11.43m, in pre-tax profits for the year to end-September.

Ahead of the planned flotation of the two companies next year, Doctus advised Scottish Hydro Electric on how to improve its profitability and provided workers made redundant by National Power, the generator, with outplacement services.

But Doctus' substantial operations outside the UK and especially in Europe were also behind a profits rise which Mr Brian Blake, chairman, described as "remarkable, especially given that it was entirely organic".

Mr Blake added that the outlook for this year also looked bright as forward order books currently amounted to 26 weeks' work.

Operating profits increased from £11.25m to £15.87m on a 10 per cent rise in turnover to £145.04m (£132.13m). However, partly reflecting the costs of moving the headquarters of one division from Alabama to London, interest charges rose to £4.64m (£2.8m).

Mr Blake said the company was hoping to cut net debt this year of £25m through disposal of certain small parts of the group.

There was a 25 per cent increase in share capital due mainly to earn-outs on Prospex, the core part of the marketing division which Doctus acquired last year.

The final dividend is lifted to 2.75p making 3.5p (3.05p).

## Hoskyns up 13% in hard year

By Alan Cane

HOSKYNS, the computing services group bought earlier this year by the European market leader, Cap Gemini-Sogefi of France, yesterday reported its 13th successive year of growth.

In spite of market conditions which Mr Geoff Unwin, chairman, described as "tough and likely to remain so", the group pushed turnover up by 18 per cent from £18.9m to £22.3m while pre-tax profits grew by 13 per cent to £17.25m in the year ended October 30, 1990.

Earnings per share showed an increase of 8 per cent at 13p and the group is proposing a final dividend of 1.65p making a total payment for the year of 2.4p, compared with 2.1p last time.

Mr Unwin warned, however, that sales were unlikely to grow materially next year as the economic climate took its toll.

He attributed the group's success to date to its ability to take advantage of two market opportunities.

First, the growth of open systems based on industry standards which presented new possibilities for the company's systems integration skills.

In the past year and in a break with previous practice, a

number of large companies had decided to move to open systems.

Second, an accelerating trend to facilities management (FM) where companies turn over control of their data processing activities to a services company.

Hoskyns, which pioneered FM in the UK, now derives 48 per cent of its revenues from the service. Mr Unwin said that customers turned increasingly to FM when market conditions toughened. Sourcing data processing outside the company had become a management fashion, he said.

He added that the take-over by CGS had put an end to a period of uncertainty which had hurt business in the first half of the year. It was proving a successful collaboration and the two companies were actively seeking FM opportunities in mainland Europe.

"It is a pleasure" Mr Unwin said "to work with a parent which understands the computing services business". Hoskyns' two previous owners were Plessey and Siemens/GEC, both principally electronics groups.

**COMMENT**  
Hoskyns' results for 1990 con-

firmed its reputation as the safest bet in a sector fraught with risk and uncertainty. Other large UK-based computing services companies have reported reduced profits or outright losses this year. Hoskyns has never made any bones about the difficulty of the market in the coming year; customers have cut back on capital purchases including computers which reduces opportunities for systems integration activities. Furthermore, it has to replace 22m of revenue lost through the run down of FM contracts with the London Residential Body and with GEC.

Through its acquisition by CGS, however, it is now part of the largest European computing services group, and its strength in FM is second to none. CGS is believed to be anxious to develop FM opportunities in Europe in concert with Hoskyns. Some 90 per cent of Hoskyns' business is still in the UK and it is anxious to spread its influence. Both companies, moreover, have a reputation for cautious, prudent management with a market aversion for taking unwanted risks. It would be remarkable if it did not show marked resilience in the tough times ahead.

The announcement of the suspension came before trading began. Rechem closed on Wednesday at 574p and Shanks at 135p.

## Suspended Shanks and Rechem hold talks

By Richard Gourlay

SHARES IN Rechem Environmental Services, the hazardous waste disposal company, and Shanks & McEwan Group, the construction and waste management group, were suspended yesterday morning pending an announcement, triggering speculation that a merger was imminent.

The two companies operate at the top end of their respective sectors, with Shanks holding options on a large bank of landfill sites and Rechem, one of the UK's two main incinerators of toxic waste.

Some analysts expected a straight merger while others were looking for a cash payment from Shanks following a vendor placement.

Reaction to the industrial logic of the move was also mixed. Mr Roger Hardman, analyst at James Capel, said the companies' customer bases were totally different and that toxic waste incineration needed very little landfill space.

Mr Charles Lambert at Smith New Court, said there was commercial logic as long as the management groups could knit together.

Shanks, announced pre-tax profits of £10.4m for the half year to end-September on turnover of £57m. Hamson has a 17 per cent interest and remains one of the group's main suppliers of landfill sites.

Rechem, which emerged from BET, the conglomerate in 1985 and is which is still dominated by its founding directors, reported 2.4m pre-tax profit on sales of £11.2m.

Rechem has just opened a new toxic waste incinerator at Fawley, Hampshire, and in May announced plans to set up a joint venture with Ecodaco, an Italian waste disposal company. It has recently expressed a desire to move into landfill sites, just as Shanks has considered incineration, according to Mr Lambert.

Both companies are headed by strong personalities, Mr Malcolm Lee, the managing director at Rechem and Mr Roger Hewitt, the managing director at Shanks, whose relationships would have to be carefully considered in any merger.

The announcement of the suspension came before trading began. Rechem closed on Wednesday at 574p and Shanks at 135p.

## IN BRIEF

HEYWOOD WILLIAMS has acquired through its subsidiary Heywood Williams Glass, Double Quick Glazing Supplies, Double Quick Supplies and Roofline Contracts. The initial consideration of £1m has been satisfied by the issue of 21.75m of loan notes and £250,000 cash. Additional consideration, equal to three times pre-tax profits in excess of £1m for the two years to December 31, 1992, is payable subject to a maximum of £2m.

NORBAIN ELECTRONICS' shareholders voted unanimously in favour of the sale of its Technology Division to Arlen for approximately £1.35m.

WILLIAM LOW's rights issue was taken up in respect of 12.04m (8.11 per cent) of the 13.57m new ordinary shares offered. The balance was then sold in the market at 285p.

## Property disposals and lower interest aids Greenall Whitley

By Maggie Urry

LOWER INTEREST charges and higher property disposal profits helped Greenall Whitley, the pubs, hotels and property group, to achieve a 19.5 per cent increase in pre-tax profits, from £52m to £62.23m, in the year to September 28.

However, the shares fell 13p to 324p, as the market expressed disappointment with the figures.

At the end of August Greenall announced it would close its breweries next February.

The cost of this move of £48.88m plus a £15.5m write-down of the US hotel chain assets to a "realisable value" of £22.5m and reorganisation costs of £14.5m, were treated as extraordinary debits.

After crediting a £22m profit on the sale of Vladivostok Vodka, extraordinary items took £7m (credit £4.7m). As a result there was a retained loss of £22.7m (profit £31.2m).

A revaluation surplus of £42m on the group's De Vere hotels, helped shareholders funds to rise slightly to £78.4m (£78.2m). Net debt at the year end was £155.7m (£168.3m).

Mr Christopher Hatton, chairman, said the brewery closures would help the group's retail activities, but because of the economic climate "we remain cautious about trading in the short term."

Group turnover was barely changed at £267.5m (£267.5m), and operating profits were 6.5 per cent ahead at £68.4m (£64.3m). Interest charges came to £18.5m (£19.2m) and property disposal profits were £12.2m (£7.7m).

Mr Andrew Thomas, managing director, said there had been a slowing in profit growth over the year, partly as a result of the Vladivostok sale at the end of the first half. Profits from this business were £1.3m (£2.5m). Also the market worsened as the economic climate worsened.

Operating profits from pubs and brewing rose 5 per cent to £48.5m (£46.9m). Mr Thomas said the breweries had been losing several million pounds compared with the prices the group would be buying beer at under new supply arrangements. The catering business

closed its breweries, which should lead to significant savings, is undoubtedly right.

So is the concentration on its retailing activities. Greenall has also bitten the bullet on the balance sheet. The task facing the group now is to make the best of these decisions. The long-running problems in the US hotel business - which may need an uplift in the market before it can be sold - is not an encouraging sign.

And its UK hotel business seems to be facing a tough period. With property profits likely to continue at a high level, the group's rating ought to be somewhat lower than average for the sector. Forecasts of about £88m pre-tax, including property, and a rising tax rate give a prospective p/e of about 9 which is not enticing.

Andrew Thomas (centre), managing director of Greenall Whitley, flanked by Stuart Reed (left) md of subsidiary De Vere Hotels and Peter Greenall, Greenall Inns chairman

Trevor Humphries

increased operating profits by 16 per cent to 25.7m (4.9m) although there had been some trading down by customers.

The hotels' business saw profits rise 12 per cent to £18.4m (£16.8m) of which the US chain made £100,000 (£300,000). The second half suffered from the recession, for example there had been cases of conferences being cancelled at the last minute, Mr Thomas said. The wines and spirits, off licences and fruit machine division made 2.7m (£2.6m), an 18 per cent increase.

Operating profits from pubs and brewing rose 5 per cent to £48.5m (£46.9m). Mr Thomas said the breweries had been losing several million pounds compared with the prices the group would be buying beer at under new supply arrangements. The catering business

closed its breweries, which should lead to significant savings, is undoubtedly right.

So is the concentration on its retailing activities. Greenall has also bitten the bullet on the balance sheet. The task facing the group now is to make the best of these decisions. The long-running problems in the US hotel business - which may need an uplift in the market before it can be sold - is not an encouraging sign.

And its UK hotel business seems to be facing a tough period. With property profits likely to continue at a high level, the group's rating ought to be somewhat lower than average for the sector. Forecasts of about £88m pre-tax, including property, and a rising tax rate give a prospective p/e of about 9 which is not enticing.

## Watson & Philip rises 34%

By Clay Harris, Consumer Industries Editor

Watson & Philip, the Dundee-based stores and food service group with ambitious plans for expansion in England, increased pre-tax profits by 34 per cent from £12.7m to £16.9m.

Turnover rose by 8 per cent to £232.4m (£221.1m) in the 53 weeks to October 26. Excluding Caterfrost, the frozen food distributor it sold to Brake Bros, turnover grew by 12 per cent, said Mr Ian Macpherson, chairman and chief executive.

All divisions - cash and carry, retail services and stores, and catering services - contributed to a 34 per cent increase in trading profits, but catering was the star performer with a 63 per cent rise.

The share price fell 1p to 15p on Friday night, before the British Sugar sale and the results were announced.

## Arthur Lee declines 34% as interest charges double

By Richard Gourlay

ARTHUR LEE, the Sheffield-based steel and plastics group in which GM Firth, the engineer, holds a 20 per cent stake, yesterday reported a 34 per cent fall in annual profits after interest charges doubled.

Pre-tax profits fell from £7.74m to £5.12m on sales ahead to £120.8m (£119.85m), with lower margins in both the plastics division and the steel and related products area.

The interest charge rose to £1.4m (£272,000) as rates increased and debt rose following an £8m capital expenditure programme that will continue on the same scale this year.

In spite of a 4.8m cut in stocks and debtors levels, gearing over the year rose from 10 per cent to 20.2 per cent.

Mr Peter Lee, chairman, said the recession had hit sales, but the diversification from commodity steel towards specialist products and plastics placed the group in a better position to cope with the downturn.

<b

JH MINTON

and lower  
ill WhitleyManaging Director of Great  
Western Bank subsidiary of  
TSB GroupWatson &  
Philip  
rises 34%

Clearing banking; corporate financing; unit trusts; fund management; life assurance; property insurance; 24-hour home banking; travellers cheques; credit cards; debit cards; consumer finance.

# BANKING AND BEYOND.

property finance; personal pensions; stockbroking; treasury services; foreign exchange; insurance broking; merchant banking; bridging loans; mortgages; seven million customers; £27 billion assets; £1.9 billion capitalisation.

TSB Group is more than a major clearing bank. How much more may surprise you.

It is one of Britain's major financial institutions.

We have £23 billion of funds under management and advice.

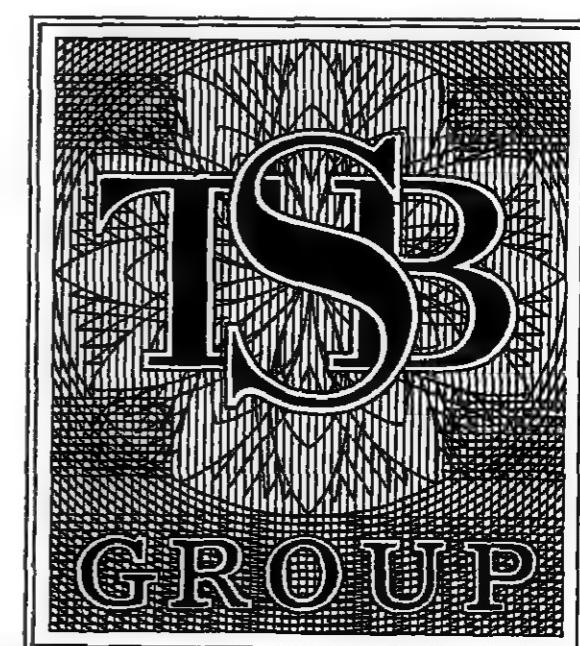
We have over seven million personal and corporate customers, to whom we're committed to deliver quality and value.

We have 1.5 million shareholders, whose wealth we're committed to maximize.

Our capital ratios are among the strongest in the financial sector.

And we have excellent opportunities to offer our wide range of products and services to all our customers.

We intend to realise the full potential of our core business areas of banking and insurance.



## UK COMPANY NEWS

## Export strength helps lift JFB 21% to £12.3m

By Jane Fuller

**EXPORTS HELPED** Johnson & Firth Brown, the Sheffield-based metals and engineering group, to increase pre-tax profit by some 21 per cent in the year to September 30.

The taxable figure rose from £10.22m to £12.31m on sales of £119.14m (£106.5m).

Mr George Hardie, joint managing director, said more than 50 per cent of turnover was exported, either directly or by customers such as Rolls-Royce.

Operating profit advanced by 10 per cent to £9.52m (£8.98m), while the contribution from associated companies stayed the same at £1.6m.

About 55 per cent of sales and profit came from the Firth Brown subsidiary, which makes nickel-based alloys and components for the aerospace industry and other sectors where the products operate in extreme conditions.

In light engineering, some of the subsidiaries were experiencing a slower rate of orders. The foundry business, which had been weak in 1988-89, had gone well in the past year.

As net cash grew to £13.7m (£13.6m) during the year, interest income totalled nearly £200,000, compared with costs of £270,000. Mr Hardie said the total had risen to £18m and the group planned to buy a North American wing for Firth Nixon.

Cobden Chadwick, a maker of flexographic printing machinery recently bought for £3.8m from the receiver, was expected to contribute to group profits this year. He said the banks had shown signs of panic in the way the business

was closed down.

Nearly £2.2m received in settlement of a dispute over auditing was the main item in an extraordinary surplus of £1.88m.

Earnings per share emerged at 6.4p (£3.2p). A proposed final dividend of 2p makes a total of 3p (£2.6p).

### COMMENT

After undergoing a couple of traumas — with Sheffield Gemmeters and Gills Pressure Castings — in the mid-1980s, Johnson had some catching up to do while other engineering companies made hay. So it is gratifying that in the past year it has outstripped many others in the sector. The 1987 acquisition of Charterhouse has proved crucial and with it came Mr David Bain, now the other joint MD. The past year showed the management strategy of being prepared for a downturn paying off in terms of continued refining of the business and a strong accumulation of cash. The sort of acquisition it is now considering should open supply channels to the big US aero-engine makers, without inflicting much gearing. Notes of caution have been sounded about slower growth in international aerospace markets and other areas of industrial contraction, although some of the slack is being taken up by the oil industry. A forecast pre-tax profit of £13m this year gives a prospective p/e of 7.8, just above the ratings for both engineering and metals. With a strong balance sheet and a prospective yield of 8.2 per cent, it may merit a touch more.

## Corrugated case buy for Smurfit

By Kieran Cooke in Dublin.

**JEFFERSON SMURFIT**, the Dublin-based paper and packaging group, has purchased — for an undisclosed sum — New International Townsend Hook, one of the UK's leading producers of corrugated paper cases and coated papers.

Townsend Hook's paper mill at Scudlark, Kent, is one of the

## Substantial provisions as Charterhouse hits £42m

By David Lascelles, Banking Editor

**CHARTERHOUSE**, the merchant banking subsidiary of the Royal Bank of Scotland Group, reported a disclosed pre-tax profit of £42.1m, up from £40.98m in 1989.

Mr Victor Blank, chief executive, said he was satisfied with the result because it had been achieved in difficult trading conditions. There had also been "substantial provisions" against exposures to corporate clients.

The merchant bank raised profits by £2m to £19.5m. Corporate finance fee income was up, and demand was strong for the bank's structured financing skills. Charterhouse advised on acquisitions and mergers worth a total £220m.

The development capital division saw profits fall by 5% to £19.5m, reflecting greater difficulties in the corporate market. The bank specialises in management buy-outs. Mr Blank said that although the buy-out business was down, there were still plenty of opportunities in the area of deals below £200m in size.

Stockbroking earned £1.1m, down from £1.8m, partly because of lower volumes but also reflecting the cost of acquiring Campion Neill, a Scottish stockbroker.

Other activities earned £1.2m, up from £1.2m.

Mr Blank expected the bank's next financial year to be tough. He foresees a decline in inflation and interest rates in 1991, but he doubted that this would prompt a rapid upswing in market and corporate activity.

largest in the UK. Last year it achieved sales of approximately £75m.

Mr Dermot Smurfit, head of Smurfit's UK operations, described Townsend Hook as one of the "down" companies in the corrugated case industry.

"The acquisition of Townsend Hook will give Smurfit

well in excess of 20 per cent of the corrugated case industry in the UK," he said.

Smurfit has annual sales in the UK of about £300m.

Recently it has been investing heavily in various European operations, away from its main area of activity in the US.

Margins in the image enhancement products division came under pressure as a result of competitors entering the market and customers de-stocking. Trading profits fell from £1.5m to £1.7m on sales of £40.48m (£28.44m).

But both other divisions — converted film and paper products and heating and ventilating systems — showed an improvement in operating profits.

Mr Charles Rawlinson, chairman, said the group was in a strong financial position. During the year net borrowings of £1m were reduced from more than £2m to £1m.

Turnover totalled £48.8m, reflecting the sale of 265 homes (190 homes). Although that was £2.9m up on the corresponding period of a year earlier, the figure included a much higher proportion of lower priced homes sold to housing associations.

Directors expected the rest of the year to continue to be difficult as the group traded out of the last of the older, lower margin stock. However, they saw far healthier margins coming through on houses where the land was purchased more recently.

At the period-end the group had net cash balances of £5.6m compared with net borrowings of £11.1m at April 30 and £2.9m at end-April 1989.

Earnings per share rose to 2.8p (2.8p) and the interim dividend is held at 0.8p.

## Unit just in black and omits dividend

**UNIT GROUP**, the timber pallet and precision engineering components manufacturer, yesterday reported taxable profits of just £1.000 for the first half and said current trading conditions were probably as difficult as any experienced in the company's history.

The decline from £477,000 in the half year ended September 30 1989 was despite sales which rose from £13.9m to £14.8m. But profit at the operating level was only £457,000 (£70,000) and net interest payable jumped to £456,000.

The board of the USM-traded company decided to drop the interim dividend (2.5p) in view of the likelihood that the present difficulties will continue.

## Wardell Roberts ahead at £1.6m

Taxable profits of Wardell Roberts, a Dublin-based food distributor, rose from £1.12m to £1.61m (£1.49m) for the six months to September 30. Turnover expanded from £120.58m to £124.76m.

The interim dividend is lifted to 1.21p (1.19p) from earnings of 5.6p (4.7p).

## Interest charges hit Southend Property

In spite of an increase in rental

## Coats Viyella shares decline 15p following profits warning

By Alice Rawsthorn

**COATS VIYELLA**, Europe's largest textile group, yesterday issued a warning that this year's profits would be at the lower end of expectations and that it may not be able to maintain its dividend because of the deterioration in the UK textile industry.

Mr Neville Bain, who joined Coats as chief executive in September, stressed that no decision had yet been taken on the dividend. He said the board would wait until March when it would have a clearer indication of the group's prospects for 1991 before deciding whether to maintain it.

Coats Viyella made static profits of £137m in 1989. Its shares fell by 15p to 96p yesterday.

The UK textile industry has been in recession for the past two years but the recession has deepened since this summer.

Mr Bain said that October and November had been "difficult months" for Coats in "every area except knitwear".

Elsewhere, he said, the business was "still on, or ahead of budget". The only exceptions were the US, particularly in industrial threads and Brazil, where the textile market has been hit by economic difficulties.

However, Mr Bain was confident that the group's performance would improve in 1991 with the benefit of the cost cutting effected in 1989 and 1990 coming through. He was not assessing the scope for further cuts, particularly in central areas.

See Lex



Neville Bain: no decision has been taken on the dividend

## API static at £1.86m in period of change

By John Thornhill

**API GROUP**, formerly known as Associated Paper Industries until it withdrew from papermaking activities earlier this year, reported slightly lower pre-tax profits of £1.86m in the year to September 30.

The result, which compared with last time's £1.88m, was mainly because of lower turnover of £72.43m (£79.58m), although when stripped of the contributions from discontinued activities it showed a rise from £90.35m to £95.87m.

The final dividend is held at 4p for an unchanged total of 8.75p. Earnings per share, however, slipped from 6.8p to 6.2p.

Margins in the image enhancement products division came under pressure as a result of competitors entering the market and customers de-stocking. Trading profits fell from £1.5m to £1.7m on sales of £40.48m (£28.44m).

Both other divisions — converted film and paper products and heating and ventilating systems — showed an improvement in operating profits.

Mr James Summerlin, chairman, said the increased profits reflected the improved productivity in the company, especially in its factories producing plastic milk bottles.

## Productivity rise aids Plysu

By John Thornhill

**Plysu**, the plastic packaging and houseware manufacturer, unveiled a 50 per cent improvement in interim pre-tax profits, although this performance compared with a disappointing outcome in the previous period.

Profits rose from £2.65m to £3.6m in the 26 weeks to October 12. Sales, however, showed only a modest improvement to £54.45m (£51.44m).

Mr James Summerlin, chairman, said the increased profits reflected the improved productivity in the company, especially in its factories producing plastic milk bottles.

division rose from £23.85m to £24.85m and the company said it was investing heavily in more production capacity for milk bottles.

The housewares division benefited from a robust garden products sector and sales increased to £4.54m (£4.12m).

Since September, a shortage of feedstock capacity and the rising price of oil had resulted in a 25 per cent rise in prices for plastics raw materials. But Mr Summerlin suggested the price might fall in 1991 as extra capacity came on stream.

Earnings rose to 8p (6p). The interim dividend is 1.85p (1p).

## New L&G chief to take over in September

By Eric Short, Pensions Correspondent

**MR DAVID PROSSER** is to be the new chief executive of Legal & General Group, the life assurance and financial services conglomerate.

He is at present head of L&G's investment operations, responsible for some £17bn of funds (end-1989), and takes over from Mr Joe Palmer, the present chief executive, next September when Mr Palmer reaches 60. Meanwhile, Mr Prosser steps up to deputy chief executive.

Unlike his predecessor, who spent all his working life with L&G, Mr Prosser only joined the group three years ago.

Also in contrast to Mr Palmer, who had a variety of experience within L&G, Mr Prosser has spent much of his working life either managing investments or running investment departments, first with stockbrokers Hoare Govett, then at British Coal, where he succeeded Mr Hugh Jenkins, now the investment supremo at the Prudential Corporation, and at L&G.

Mr Prosser takes over at a time when the life assurance industry in general is facing problems with static new business, lower investment returns and a single European market.

at 2p until March 31 next year. If that is taken up there will be a further option to acquire 15.5m shares also at 2p. If the options are taken up in full Mr Malik-Noor are told to hold 29.5m per cent of the enlarged equity.

Mr David Tett, chairman, said the injection of funds replaced the placing of 30m shares planned as part of the debt restructuring in August. It had been intended that £100m of the placing would be used to repay part of £600,000 owed to Mrs Irene Stein, the previous chairman. However, the new

funds would be used solely for promoting expansion and the £100m would remain as a two-year term loan.

Of the rights issue of 55.8m shares at 2p, a total of 9.5m per cent of the enlarged equity.

The other two directors appointed, Mr Paul Geoghegan and Mr Steven Mitchell-Jones, were said by Regus to be experts in the specialist natural healthcare market.

turnover fell from £4.6m to £4.2m reflecting the sale of the manufacturing division and Tower Hill Merchants at the beginning of this year.

Mr Richard Thompson took over as chairman at the USM-traded company in September last year. It was expected that this would lead to a period of acquisitions. However, the company said yesterday that the state of the UK economy had inhibited potential acquisition activity.

There had been an encouraging start to the year but the state of the Nigerian economy and events in Kuwait and Saudi Arabia had undermined the performance.

The loss per share was 0.49p (0.46p) and the interim dividend is again passed.

## Anglo United makes £21m sale

By Nigel Clark

**REGINA HEALTH & BEAUTY PRODUCTS** is to receive a further injection of funds to a maximum of £800,000 to be used in the USM-quoted company's expansion plans. Three new directors are also joining the existing board of two.

Mr Shiraz Malik-Noor, chairman, said the injection of funds replaced the placing of 30m shares planned as part of the debt restructuring in August. It had been intended that £100m of the placing would be used to repay part of £600,000 owed to Mrs Irene Stein, the previous chairman.

The final dividend is passed as was the interim. Shareholders received a total of 3.25p for 1988-89. Losses per share worked up to 1.6p (1.45p).

Distribution from the M & G dividend fund came to £1.75m (£1.52m) and deposit interest paid in £367,000 (£327,000). Tax took £437,349 (£380,841).

were only 286,000, lower reflecting increased government grants and lower tax. Earnings per share emerged at 14p compared with 21.61p in the six months to September 30, against 24.3m last time.

Sales of dealing properties were only 257,000 (£5.99m), but mining sales contributed £1.58m (£2.87m), while non-property trading sales improved from £18.41m to £14.61m.

Net interest payments rose from £5.97m to £7.06m. After tax of only £19,000 (£1.05m) — reduced as a result of allowances for capitalised interest — earnings per share fell from 1.25p to 1.06p. The interim dividend, however, is increased to 1.32p.

Mr Malcolm Dagul, chairman, said the board expected rental growth from the existing property portfolio to increase further this year — and about 30 per cent in the next few years.

Directors expected the rest of the year to continue to be difficult as the group traded out of the last of the older, lower margin stock. However, they saw far healthier margins coming through on houses where the land was purchased more recently.

At the period-end the group had net cash balances of £5.6m compared with net borrowings of £11.1m at April 30 and £2.9m at end-April 1989.

He said the board expected the rest of the year to be difficult as the group traded out of the last of the older, lower margin stock. However, they saw far healthier margins coming through on houses where the land was purchased more recently.

At the period-end the group had net cash balances of £5.6m compared with net borrowings of £11.1m at April 30 and £2.9m at end-April 1989.</

## COMMODITIES AND AGRICULTURE

## Opec to keep oil output high while crisis lasts

By David Thomas in Vienna

A GO-AHEAD for continued high oil production to fill the gap caused by Iraq's invasion of Kuwait was given yesterday by the Organization of Petroleum Exporting Countries.

Opec ministers unanimously agreed at a meeting in Vienna to continue their suspension of oil production quotas fixed in July, which put ceilings on output levels. The producer group also resolved to restore the quotas immediately the Gulf crisis was over and to hold a further special meeting next March.

By postponing further decisions until March, the accord effectively recognises that Opec is powerless to act before the Gulf crisis is resolved.

No immediate steps are to be taken to meet the concerns of some Opec members, notably Iran, that current oil output levels could lead to an oil glut, particularly if the Gulf crisis is solved peacefully.

"I am very, very afraid about the future," said Mr Gholamreza Aghazadeh, the Iranian oil minister after the meeting. "We asked all countries to unconditionally come back to their quota," he said. "This is the important issue for us because the quota in the past, the quota problem is the main problem."

Opec countries are producing 2.91m barrels a day, 400,000 b/d more than the July quota, despite the loss of 4.3m b/d of Iraqi and Kuwait exports.

The high Opec output is mainly due to Saudi Arabia, which last month produced 7.9m b/d compared with its 5.4m b/d in March. Mr Hisham Nazer, the Saudi oil minister, welcomed yesterday's accord.

Some observers believe that these high output levels will make it difficult for Opec to revert to the July quotas.

However, Mr Sadek Bousenna, Opec's president and Algeria's oil minister, stressed after the meeting that all Opec members had agreed to return immediately to the July quotas once the Gulf crisis was over.

Nevertheless, he also

suggested that the quotas could be reconsidered next year if an oil glut caused a fall in prices below Opec's \$21 a barrel reference price.

"Our members do not leave the market to determine too much. We need good prices for our countries. We will defend our prices," said Mr Bousenna, who added that Opec might meet before March if necessary.

Mr Rashad Salem Al-Ameri, Kuwait's oil minister, said his country would take only a few weeks to resume full production if there was a peaceful resolution to the crisis. He added that Kuwait might ask Opec for an increased quota in order to repair its economy.

The Opec president brushed aside suggestions that the Gulf crisis was threatening the organisation: "This organisation will be a necessity for all of us," Mr Bousenna said.

Oil prices rose after the meeting. Brent crude for January delivery ended at \$27.22 a barrel, up 97 cents.

## Coal miner asks court for more time

By Bernard Simon in Toronto

THE QUINTETTE coal mine in north-east British Columbia has asked for a two-month extension of a court order freezing its financial obligations amid signs that its creditors and shareholders are banking on new concessions to save the ailing C\$1.2bn project.

A Toronto newspaper reported yesterday that the mine had asked its 55 bank lenders to write off two-thirds of its C\$330m debt, and called on its Japanese steel-mill customers to hold any further price cuts until 1992 while committing themselves to continued purchases of 4.75 tonnes a year. It has also asked for cuts in rail and port charges to help finance construction of a new pit, and suggested that the railways and port charges be left to the mine's coal below its operating and shipping levels.

Quintette was designed in the early 1980s to diversify the Japanese steel industry's sources of supply. The Japanese agreed at the time to support the high-cost project by paying prices well above market levels. But as the coal and steel markets have become increasingly competitive they have sought to squeeze Quintette on prices and tonnages.

are likely to agree to concessions only if a new operator is found to replace Denison Mines of Toronto, which has a 50 per cent equity interest in the mine and has managed it since it started production seven years ago.

Quintette was due to file its restructuring plan by yesterday, which was the expiry date of a six-month restraining order freezing the mine's financial obligations. The order was sought after Japanese customers began withholding payments earlier this year as a means of enforcing a disputed arbitration ruling which cuts prices for the mine's coal below its operating and shipping levels.

Quintette was designed in the early 1980s to diversify the Japanese steel industry's sources of supply. The Japanese agreed at the time to support the high-cost project by paying prices well above market levels. But as the coal and steel markets have become increasingly competitive they have sought to squeeze Quintette on prices and tonnages.

The ministry predicted a rise in export receipts in 1991, due to a fall in world production and financial troubles in key exporting countries. According to the economist Ricardo Mesquita of the National Economic Secretariat, Colombian production will fall 20 per cent.

Exporters here, however, complain that a lack of export financing is making imports extremely difficult. One major shipper, Intercontinental, has filed for bankruptcy, and others are laying off workers. "The industry is streamlining itself," said Mr Oswald Aranha Neto, an exporter from Rio de Janeiro. "But this is good for us. It means less competition."

Rainstorms in the last 12 days have damaged between 16 and 20 per cent of El Salvador's 1990-91 coffee crop, according to a senior coffee industry official, reports Reuters from San Salvador.

"There is a severe reduction... of between 18 per cent and 20 per cent in damaged and lost beans," he said, adding that rains, floods and snow had affected coffee production across Central America and in Mexico.

El Salvador had previously expected a bumper 1990-91 harvest of 3.75m bags (46.4 kg each), up from 3.64m in 1989-90, for its mild arabica coffee.

The IWC believes that policy developments will probably be increasingly directed towards supply management in order to curtail stock accumulation.

Nevertheless productive capacity could still outrun demand.

"Since financial constraints will continue to inhibit import growth in developing countries," the report says.

Countries unable or unwilling to extend credit must pitch sales proportionally lower in order to offset the dual attraction of price and credit advanced from other origins,

the report says. The Soviet Union, the biggest importer, now bases its buying on credit rather than cash.

Traded prices of around \$88

## Brazil faces another poor coffee harvest

By Victoria Griffith in São Paulo

BRAZILIAN COFFEE growers will suffer another poor harvest, according to the country's Ministry of Economy, which predicted a crop of 20m bags (60 kg each) next year.

The figure is nearly equal to those of the past two years, which were considered low.

The poor figures are due to a 32 per cent drop in the use of fertilisers and a lack of rainfall in main coffee-growing areas, according to the ministry.

An overvalued cruzeiro and soft international coffee prices caused a fall in coffee export receipts of about \$500m. Although the country exported about the same amount as in 1988, export sales only reached \$1.785bn, compared with \$1.782bn last year.

The ministry predicted a rise in export receipts in 1991, due to a fall in world production and financial troubles in key exporting countries.

According to the economist Ricardo Mesquita of the National Economic Secretariat, Colombian production will fall 20 per cent.

Exporters here, however, complain that a lack of export financing is making imports extremely difficult. One major shipper, Intercontinental, has filed for bankruptcy, and others are laying off workers.

"The industry is streamlining itself," said Mr Oswald Aranha Neto, an exporter from Rio de Janeiro. "But this is good for us. It means less competition."

Rainstorms in the last 12 days have damaged between 16 and 20 per cent of El Salvador's 1990-91 coffee crop, according to a senior coffee industry official, reports Reuters from San Salvador.

"There is a severe reduction... of between 18 per cent and 20 per cent in damaged and lost beans," he said, adding that rains, floods and snow had affected coffee production across Central America and in Mexico.

El Salvador had previously expected a bumper 1990-91 harvest of 3.75m bags (46.4 kg each), up from 3.64m in 1989-90, for its mild arabica coffee.

The IWC believes that policy developments will probably be increasingly directed towards supply management in order to curtail stock accumulation.

Nevertheless productive capacity could still outrun demand.

"Since financial constraints will continue to inhibit import growth in developing countries," the report says.

## Chicago traders disappointed at level of Soviet grain aid

By Barbara Durr in Chicago

THE GRAIN futures market at the Chicago Board of Trade registered its disappointment yesterday with the US government announcement of a trade credit programme for the Soviet Union.

Traders had been expecting a greater amount of credit than the \$1bn President George Bush offered.

Farmers in the grain belt, whose exports are down this year, had accused President Bush of a virtual grain embargo because of his previous refusal to extend credits.

This latest offer is unlikely to appease them.

## Increasing role forecast for wheat export credits

By David Blackwell

EXPORT CREDITS are likely to play an increasing role in the world wheat trade, which is suffering the lowest prices since 1972, according to the International Wheat Council.

The trend throughout the last decade towards low prices and enhanced credit terms has proved an attractive combination for the importing countries, the IWC says in its latest report.

"Countries unable or unwilling to extend credit must pitch sales proportionally lower in order to offset the dual attraction of price and credit advanced from other origins," the report says. The Soviet Union, the biggest importer, now bases its buying on credit rather than cash.

Traded prices of around \$88

## Moscow set to buy £60m worth of NZ butter

By Del Hayward in Wellington

NEW ZEALAND is about to finalise the sale of up to 90,000 tonnes of butter worth about NZ\$200m (\$22m) to the Soviet Union. It will be the country's biggest single sale of butter since 1970, and the largest ever outside the UK.

The New Zealand Dairy Board is also negotiating a \$340-tonne butter sale to Iran. At current international prices, this would be worth NZ\$70m.

The news of the two impending sales comes at a vital time for hard-pressed dairy farmers, who have already had their incomes cut from NZ\$24 a kilogram for milkfat to NZ\$24.60 this season. The board had warned that further cuts, which threaten to push some farmers into bankruptcy, were likely. The new sales could

help avoid this.

The negotiations on the record sale with the Soviet Union comes hard on the heels of Moscow's agreement to pay NZ\$11m of outstanding debts for dairy products already delivered.

The Soviet authorities this week agreed to give the dairy board an irrevocable letter of credit from the central state bank guaranteeing the settlement in two instalments. The first will be received within a few weeks.

Negotiations for the new sale started immediately. These will include reaching an agreement on price and quantity with the European Community, which is also anxious to sell its stockpiled butter to the Soviet Union.

## Malaysians wrestle with another tin crisis

Little scope remains for further productivity improvements, writes Lim Siong Hoon

AFTER TIN prices rose to M\$27.7 a kilogram last year, the 10,000-odd inhabitants of Gopeng, a century-old town 190 km north of the capital of Kuala Lumpur, suddenly found their homes in jeopardy. The state authority had let it be known that all the 80 hectares of Gopeng would be acquired; beneath the town, it said, were rich deposits of tin and a state-owned company wished to get at them.

Since then tin prices have dived, and nothing more was heard of the controversial Gopeng relocation plans. Though the market slump had saved the town, for the moment at least, it has also plunged the Malaysian tin industry once more into a struggle to survive.

The industry's problems are unlike those it faced after the 1985 market crash, and local miners and analysts alike think the present crisis is, in some respects, worse.

Adjustments came quickly after the 1985 collapse of the International Tin Agreement, which supported prices through a buffer stock buying system. That meant coping with the shock of an abrupt change to a free market. Within a year output plummeted 26 per cent; the industry's average cost was slashed 34 per cent; and the output rate per worker rose by more than 20 per cent. With costs now under control and the productivity rate up by another 12 per

cent there is little scope for further improvements in response to the current crisis. Falling yields are aggravating the industry's problems, according to analysts. The average recovery cost for each kilogram of tin in a cubic metre of soil yielded up to 0.2 kg of tin in Malaysia. The average level is 0.1 kg, compared with 0.03 kg in Brazil.

This pattern is evident in many, but not all, mines. What is clear, though, is that yields have fallen in the past four or five years. In 1986, a cubic metre of soil yielded up to 0.2 kg of tin in Malaysia. The average level is 0.1 kg, compared with 0.03 kg in Brazil.

The concern about who survives has now become enmeshed into the debate over whether Malaysia should remain in the Association of Tin Producing Countries, which it founded. At stake, the "big guys" versus the "small guys," says an analyst. This struggle reveals why different miners, at different times, are in discord about the organisation's usefulness.

Small miners tend to see the ATPC as their only hope. Others, less sanguine, argue that as existing production capacity is only just sufficient to meet Malaysia's quota, participation in Brazil's absence, is pointless.

Gravel pump mining, an old labour-intensive method of finishing out deposits with high velocity water pumps, is likely to suffer most in the present crisis. Before 1985 it accounted for 55 per cent of the total output; five years on its share of the 26 per cent annual tonnage is down to 40 per cent.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

But with prices under M\$16 and world stock levels at around 48,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

But with prices under M\$16 and world stock levels at around 48,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

But with prices under M\$16 and world stock levels at around 48,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

But with prices under M\$16 and world stock levels at around 48,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

But with prices under M\$16 and world stock levels at around 48,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under-scores the weakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scrapping a 37,000-tonnes stock level at the end of December.

For its part, Brazil has appeared eager to keep the communication channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1985 level and possibly to 45,000 tonnes, up from 58,000 tonnes within a year and a



## LONDON STOCK EXCHANGE

## Shares rise in higher trading volume

A PROMISING pre-Christmas rally got under way on the stock market yesterday despite unfavourable factors, ranging from staff cutbacks at a leading London securities firm to discouraging official comments on interest rate prospects.

Equity trading volume remained high by recent standards, maintaining the improvement stimulated by Tuesday's week's electricity privatisation sale.

The market is waiting with confidence for today's announcement of the UK retail price index for November, which is widely expected to provide the first evidence that domestic inflation has peaked, perhaps by showing an annualised inflation rate below 10 per cent.

Data yesterday on the UK economy served merely to con-

## Account Dealing Dates

First Dealings	Dec 10	Dec 31
Options Settlements	Dec 27	Jan 10
Last Dealings	Dec 7	Jan 11
Accrued Days	Dec 17	Jan 7
Days to Settlement	Dec 21	Jan 21

"Market dealing may take place from two to three days earlier."

chancellor of the exchequer, that a cut in UK base rates was ruled out until sterling strengthens within the ERM, despite his acknowledgement that the economic recession may prove longer and deeper than expected, minimised the market's own realisation that the chances of an interest rate reduction before Christmas have virtually disappeared.

The market was also pulled down by further losses in the retail sector, although a setback in the shares of Next, the store group, was largely recouped after a reassuring statement from the boardroom; moreover, takeover hopes returned to help the sector.

At worst, equities were 8.8 points down on the FT-SE scale as marketmaking firms cut trading books which had become slightly swollen earlier

in the week. This shakeout of technical positions proved premature and prices turned smartly upwards.

The advance was helped by a substantial trading programme by a leading securities house, leaning mostly to the buy side, and followed by two similar, albeit smaller, programmes. This last was by a selection selective, but was concentrated on the FT-SE 100 stock list and the upper end of the list of beta, or second rank issues.

By the close, the FT-SE Index showed a gain of 15.3 to 2,172.2. More impressive was the rise in turnover, as measured by the Seaq network, which traded 825.6m shares compared with 504.1m in the previous session.

Data from the International Stock Exchange disclosed that equity trading has risen

strongly this week; on Tuesday, when the electricity issues entered the market, retail investment in equities jumped to £1.3bn, to be followed on Wednesday by a total of £1.18bn. The money value of yesterday's retail business will only be known by the ISE today.

Traders were hard put to pinpoint a reason for the gain in equities, although some pointed to the recent recoveries in the New York and Tokyo markets. But underlying the fragility of London was the announcement yesterday that Barclays de Zoete Wedd, a leading UK investment bank and marketmaking concern, is cutting back on its London equity workforce. Rival traders believe there is more to come, both at BZW and at other firms in the London market.

Confidence, however, began to return after the company said it was still operating within its borrowing facilities and continued to enjoy the support of its bankers. The share price closed down 1.4% at 14 1/4p with turnover at 45m.

**Steel trades heavily**

Mounting worries about the outlook for the manufacturing industry took a toll on British Steel, clipping 2.7 off its share price to 115p in heavy volume of 17m shares. Concerns about the deteriorating trading environment for British Steel has grown in the face of spreading weakness among the manufacturers which the company supplies.

The current level of sterling within the ERM at DM2.95 favours continental importers, which have been setting into British Steel's UK market share, said Mr Colin Campbell at Hoare Govett.

Mr Super Lewis at Robert Fleming Securities believes that the company's vulnerability to manufacturing recession makes it likely that earnings in 1991-92 would be flat and is looking for a cut in dividend in that period.

British Steel, nevertheless, remained attractive to some analysts on a dividend basis. Mr Campbell pointed out that the yield at 10 per cent, on Hoare Govett's estimate, is high in the present market and said he remains confident that the dividend will be progressive even on lower profits.

## Suspended waste

Requests within one minute of each other for a temporary delisting of their share quotations immediately aroused speculation that waste management companies Shanks & McEwan and Rechem Environmental Services were contemplating a merger. Neither company gave a reason for its action, made before trading opened, but both issued the usual formal suspension notice of "pending an announcement".

A possible motive, said one researcher, was that under the new "Green" legislation and EC directives Shanks may be required to treat or incinerate some of its waste fills. Rechem now has two incinerators fully

with a bid for Dixons, the electrical retailer, is interested in Thorn's Rumbelows subsidiary. Thorn closed 15 ahead at 674p on high turnover of 1.5m. Kestrel fell 5 to 373p.

The mining programme trades left the market short of hardware company shares. Grand Metropolitan felt the effect most strongly, closing at the day's best of 850p, up 15. Allied Lyons firmed 6 to 420p, while Scottish & Newcastle and Whitbread each added 5 at 265p and 45p respectively.

Bass was additionally helped by a sharp rise overnight in New York of shares in the Hilton hotel company. Bass owns the competing Holiday Inns hotel chain. The UK view of the progress of the Bass US hotels business is sensitive to movements in the Hilton share price. In early trading on Wall Street yesterday, however, some of the bid speculation behind Hilton's rise faded and Bass ended below the day's best at 165p, up a net 14.

The latest brewer to report its results season, Greenall Whistlers, lost 13 to 324p after posting a 15.6 per cent full year profit rise to 522.2m.

Granada benefited from analysts' recent positive comment. The share rose 8 to 180p. The view on Granada attributed here yesterday to County NatWest was, in fact, that of BZW.

The block deal for home-builders prompted further downgrading in the sector, with Smith New Court and James Cagel recently lowering their forecasts for Tarmac. Mr Kevin Cammar at Smith said a variety of factors, including a higher than expected interest charge, had led him to reduce his forecast for profits of Tarmac from 220m to 210m to 200m in 1991.

"We have been going through a number of companies, and by and large where we have changed the numbers they have been coming down," Mr Cammar added. While against this background the downgrading of Tarmac was not exceptional, the issue was particularly vulnerable as its rating had been a good deal higher than that of other peers, he added.

Tarmac declined 8 to 233p. Worries about the sector, and especially its position on Wimpey, which fell 6 to 186p.

Lowe's was weakened in response to a new law in Zimbabwe, where the company has large mining interests, which was said to empower the state to nationalise factories, farms and private homes. London analysts played down the news, saying it was enabling legislation and did not represent a change in policy. Louvre

slipped 8 to 215p in good volume of 3.1m. US buying of Hanson helped the shares rise 5% to 200p, the first time they have been above \$2 since October 8. Turnover was good 1.2m shares.

The oil company group was up 7 to 191p after Ms Angela Burrows at County NatWest increased her estimate of the group's net asset value from 251p to 291p; "the only exploration and production group currently at a discount to the market," said County.

Bass was additionally helped by a sharp rise overnight in New York of shares in the Hilton hotel company. Bass owns the competing Holiday Inns hotel chain. The UK view of the progress of the Bass US hotels business is sensitive to movements in the Hilton share price. In early trading on Wall Street yesterday, however, some of the bid speculation behind Hilton's rise faded and Bass ended below the day's best at 165p, up a net 14.

The latest brewer to report its results season, Greenall Whistlers, lost 13 to 324p after posting a 15.6 per cent full year profit rise to 522.2m.

The latest brewer to report its results season, Greenall Whistlers, lost 13 to 324p after posting a 15.6 per cent full year profit rise to 522.2m.

Granada benefited from analysts' recent positive comment. The share rose 8 to 180p. The view on Granada attributed here yesterday to County NatWest was, in fact, that of BZW.

The block deal for home-builders prompted further downgrading in the sector, with Smith New Court and James Cagel recently lowering their forecasts for Tarmac. Mr Kevin Cammar at Smith said a variety of factors, including a higher than expected interest charge, had led him to reduce his forecast for profits of Tarmac from 220m to 210m to 200m in 1991.

"We have been going through a number of companies, and by and large where we have changed the numbers they have been coming down," Mr Cammar added. While against this background the downgrading of Tarmac was not exceptional, the issue was particularly vulnerable as its rating had been a good deal higher than that of other peers, he added.

Tarmac declined 8 to 233p. Worries about the sector, and especially its position on Wimpey, which fell 6 to 186p.

Lowe's was weakened in response to a new law in Zimbabwe, where the company has large mining interests, which was said to empower the state to nationalise factories, farms and private homes. London analysts played down the news, saying it was enabling legislation and did not represent a change in policy. Louvre

**NEW HIGHS AND LOWS FOR 1990**

NEW HIGHS (1) FOODS (2) INDUSTRIALS (3) FINANCIALS (4) TELECOMMUNICATIONS (5) OTHERS (6) HOTELS (7) CONSTRUCTION (8) CHEMICALS (9) PETROLEUM (10) PAPER (11) PROPERTY (12) TEXTILES (13) TRAVEL (14) OILS (15) HOTELS (16) INDUSTRIALS (17) OTHERS.

System, Blundell Toys, Brabtree Inv., Computer People, Daven & Sons, Esso, GEC, GKN, GKN Electronics, GKN Plastics, Handley-Wilson, Hunting Inv., Mosaic Inv., Orlon, S.E.P. Inds., TBL Range, Unilever, Vauxhall, Vicks, Vodafone, Wimpey, Wimpey (17) OTHERS (18) HOTELS (19) CONSTRUCTION (20) CHEMICALS (21) PETROLEUM (22) TELECOMMUNICATIONS (23) OTHERS (24) HOTELS (25) INDUSTRIALS (26) OTHERS.

## APPOINTMENTS

Shona S. Davison, assistant director at Murray Lawrence Members Agency. These moves will follow the retirement of Mr A.C. Mitchell on January 1. He remains a non-executive director of MURRAY & PARTNERS.

■ Mr Steven Windich (pictured) has been appointed managing director of WELINGTON PERSONAL INSURANCES. He was vice president of the Prudential of America General Insurance Company in Toronto, Canada. Mr David

Parnell becomes general manager, Mr Alan Barnshaw becomes motor underwriter, and Ms Sonia Kowalski becomes senior underwriter.

## COMMONWEALTH DEVELOPMENT

CORPORATION has re-appointed Mr John Eccles as a further three years as general manager. Mr Alastair Boyd has been appointed deputy general manager. The corporation assists overseas countries develop their economies through loans, equity investment and management and technical support.

■ MARTIN BIERBAUM GROUP, international money-brokers trading as RP Martin in the UK, has appointed Mr Ron Sandler as chairman and chief executive

refining facility Mr Jeff Oates becomes general manager, and Mr John Setchell becomes commercial director for the electronic products, petrochemicals, Hanover Liquid Gold and venture businesses, at the industrial products plant.

Mr Jo Elton becomes site managing director, Mr John Oillard becomes sales and marketing director, Europe, and Mr David Hammond becomes financial controller.

■ Ms Penny Jones (pictured), a director of PJB management consultants, has been appointed a non-executive director of LEAMINGTON SPA BUILDING SOCIETY, the first woman to join the board.

■ ENGELHARD'S engineered materials group has made the following appointments at the precious metal coating and

officer, succeeding Mr Gary Kieck who will concentrate on other business interests.

■ The BBC has appointed a woman to its board of management for the first time. Mrs Margaret Salmon will take over as director of personnel next March when Mr Roger Chase retires. Mrs Salmon will join from the Burton Group, where she is personnel director.

■ Mr John C. Cumming has joined the board of SALTIRE INSURANCES INVESTMENTS. He is chairman of Anglo American Insurance Company, and of the Isle of Man Assurance Group.

Ms Penny Jones (pictured), a director of PJB management consultants, has been appointed a non-executive director of LEAMINGTON SPA BUILDING SOCIETY, the first woman to join the board.

FINANCIAL TIMES STOCK INDICES											
	Dec 13	Dec 12	Dec 11	Dec 10	Dec 7	Year Ago	1990 High	1990 Low	Since Completion	High	Low
Government Bonds	83.31	83.30	83.27	83.28	83.28	83.68	84.20	74.13	127.4	84.18	74.13
Fixed Interest	91.02	91.17	90.66	90.64	92.27	92.91	93.60	90.54	105.4	93.60	90.54
Ordinary Share	1764.9	1802.2	1788.0	1721.5	1723.0	1871.4	1920.0	1591.2	1920.0	1920.0	1591.2
Gold Min.	138.1	141.8	148.1	150.4	151.6	151.6	152.75	129.1	152.75	152.75	129.1
FT-SE 100 Share	2172.2	2156.9	2165.8	2182.5	2183.4	2367.0	2463.7	1990.2	2463.7	2463.7	1990.2
FT-SE Eurotrack 100	986.21	983.01	985.49	982.08	1002.10	-	1003.35	948.31	1003.35	948.31	1003.35
Ord. Div. Yield	8.82	8.88	8.83	8.80	8.81	8.81	8.84	8.44	8.84	8.84	8.44
PE Ratio (Price/Earnings)	14.29	14.29	14.29	14.29	14.29	14.29	14.29	14.29	14.29	14.29	14.29
SEAG Shares 4-Spin	31.657	36.540	40.077	19.551	27.072	32.978	32.978	29.978	32.978	32.978	29.978
Equity Turnover (D/P)	1162.37	1363.75	525.12	255.78	1025.84	-	-	-	-	-	-
Equity Bargain	47.128	38.654	17.535	27.268	38.683	-	-	-	-	-	-
Shares Traded (m) <sup>1</sup>	515.6	560.1	283.4	461.5	484.4	-	-	-	-	-	-

1990 Rev. See 15/12/90, Real Int. 15/12/90, Industry 17/12/90, Data Int. 12/12/90, & FTS Data 12/12/90, & FTSE Data 12/12/90, & FTSE 12/12/90

2 Includes intra-market

business & overseas turnover.

London report and latest Share Index: Tel. 0898 1230





## **FT MANAGED FUNDS SERVICE**

## **AUTHORISED UNIT TRUSTS**

Jeff Cane Bill McVay  
George Peter Price Mike Tamm

---

**INSURANCES**

## **FT MANAGED FUNDS SERVICE**

Id	Offer	+ or -	Yield	Offer	+ or -	Yield	Id	Offer	+ or -	Yield	Offer	+ or -	Yield	Id	Offer	+ or -	Yield	Offer	+ or -	Yield			
N & P Life Assurance Ltd	Offer Price		Yield	Offer Price		Yield	Royal Heritage Life Assurance Ltd	Offer Price		Yield	Offer Price		Yield	Albany International Assurance Ltd	Offer Price		Yield	Bryan Walls & Partners Ltd	Offer Price		Yield		
67 Bedford Row, London WC1R 4UL	£71,439,2248	-0.1		0702 334333	-0.1		031 220 2202	-0.1		031 220 0181	-0.1		031 220 2202	-0.1		031 220 2202	-0.1		Gowers Flight Fd Mngrs (Guernsey) Ltd	Offer Price		Yield	
Life Managed Fd	101.1	-0.1		Int'l Max Premium Fd	199.1	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		St Mary's Castle, Isle of Man	£62,945	-0.1		Paxton Hse, St Helier, Jersey, G1 5UJ	£62,945	-0.1	
Prudential Fd	107.2	-0.2		Int'l Max Div Fd	143.3	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		St Mary's Castle, Isle of Man	£62,945	-0.1		Paradise Flight Fund (Guernsey) Ltd	Offer Price		Yield
Private Dividend Fd	120.1	-0.1		Int'l Max Div Fd	143.3	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
National Financial Management Corp PLC	Offer Price		Yield	Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
72 Catherine Rd, Aylesbury, HP19 3KL	£70,393,929	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Managed Capital	101.1	-0.2		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Managed Capital	101.1	-0.2		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
NMFC Trust Financial	88.3	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Penwest Funds	104.4	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Penwest Funds	104.4	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Managed Growth	117.8	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Managed Opportunity	117.8	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
National Mutual Life	Offer Price		Yield	Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
The Priority, Priority Plc, Littleis, 565 20W	0462 422422	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Harvestor Worldwide Fd	141.7	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
UK Equity	141.7	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Overseas Equity	113.9	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Property Index	127.1	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Index Units	124.4	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Dividend Units	125.0	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
With Profits Units	125.0	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
National President Institution	Offer Price		Yield	Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
48 Gracechurch St, London EC3V 9EL	£71,439,2200	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
UK Equity	141.7	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Overseas Equity	113.9	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Property Index	127.1	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Index Units	124.4	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
Dividend Units	125.0	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
With Profits Units	125.0	-0.1		Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		120 Clinton St, EC2A 4HA	£60,210,073,552,2524	-0.1		Target Cap Fd	£67.7	-0.1		US Dollars Money	£67.7	-0.1	
National Mutual Life	Offer Price		Yield	Property Equity & Life Assc Co	Offer Price		Yield	120 Clinton St, EC2A 4HA															

## **FT MANAGED FUNDS SERVICE**

- Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128

## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Steady D-Mark helps pound

**T**HIS D-MARK was unmoved by yesterday's decision of the Bundesbank council to leave German interest rates unchanged. As expected the central bank used the occasion to set a money supply target for next year, but it left until the new year any decision on official interest rates, despite recent upward pressure on money market rates.

The Bundesbank is looking to limit inflationary trends from German unification and wage settlements by setting a target for M3 growth of 4 to 6 per cent for 1991, unchanged from the target for West Germany this year. October M3 growth has been revised down to 5.6 from 5.7 per cent, and according to Mr Ottmar Issing, a member of the Bundesbank board, "the chances are good that we will be clearly within the corridor at the end of the year."

At last night's close in London the D-Mark was slightly firmer against the yen, rising to Y89.25 from Y89.15, but showed no sign of attacking strong resistance at Y90.00. The German currency weakened slightly against the dollar. It was little changed within the European Monetary System, holding steady against the French franc and Italian lire while losing a little ground.

**E**vening rates at 14.65 per cent.

At the London close the D-Mark had advanced slightly to FF73.3975 from FF73.3970. Earlier in the day it was fixed in Paris at FF73.3975 compared with FF73.3933 on Wednesday.

In terms of the fir, the D-Mark finished unchanged at L754.15, after being fixed at L754.15 in Milan against L752.95 previously. The Bank of Italy sold Dm65m and Ecu50m to support the lira at the fixing.

Within the ERM the D-Mark remained the second strongest currency, ahead of the Dutch guilder and Belgian franc. All three currencies are supported by upward trends in interest rates.

The Spanish peseta stayed at the top of the system after the Bank of Spain showed no sign of relaxing its tight monetary stance. At a regular auction of certificates, the central bank left its money market interven-

tion rate at 14.65 per cent.

Sterling was again the weakest member of the ERM, but had a firmer tone after Mr Norman Lamont, UK chancellor of the exchequer, told parliament on Wednesday that there will be no cut in interest rates unless fully justified by the pound's position in the system.

The pound was unchanged at \$1.9440, while climbing to DM2.8775 from DM2.8750; to FF73.7775 from FF73.7625; to SF1.2400 from SF1.2475; and to Y257.00 from Y256.25. Its index rose 0.2 to 93.5.

The dollar remained quiet, but was generally slightly firmer as traders covered short positions ahead of the year-end. It rose to DM1.4805 from DM1.4785; to Y132.15 from Y131.85; to FF75.0225 from FF75.0225; and to SF1.2655 from SF1.2645. The dollar's index gained 0.1 to 86.6.

The Spanish peseta stayed at the top of the system after the Bank of Spain showed no sign of relaxing its tight monetary stance. At a regular auction of certificates, the central bank left its money market interven-

tion rate at 14.65 per cent.

Evening rates at 14.65 per cent.

For Ecu: a positive change denotes a weak currency. Divergence shows the ratio between two specific percentage differences between the actual market and Ecu central rates for a currency, and the maximum permitted divergence from the central rate.

Estimated calculated by Financial Times.

## EMS EUROPEAN CURRENCY UNIT RATES

	Dec. 12	Last	Previous Close
Ecu	1.9495-1.9502	1.9495-1.9502	
1 month	1.07-1.08	1.07-1.08	
3 months	1.02-1.03	1.02-1.03	
12 months	1.02-1.03	1.02-1.03	

Forward premiums and discounts apply to the US dollar.

## STERLING INDEX

	Dec. 13	Previous
9.50	9.5	9.5
10.00	9.5	9.5
11.00	9.5	9.5
1.00	9.5	9.5
2.00	9.5	9.5
3.00	9.5	9.5
4.00	9.5	9.5

## CURRENCY MOVEMENTS

	Dec. 13	Last	Forward Premium/Discount %
Yen	101.5	101.5	-0.6
US dollar	1.61	1.61	-0.7
American Schillings	1.15	1.15	+0.7
British Pounds	1.25	1.25	-1.6
D-Mark	1.05	1.05	-0.5
Swiss Francs	1.151	1.151	-0.4
Dutch Guilder	1.15	1.15	-0.7
French Francs	6.05	6.05	-0.6
Italian Lira	1.05	1.05	-0.5
Spanish Peseta	1.05	1.05	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5
Swiss Francs	1.1505	1.1505	-0.5
French Francs	6.0505	6.0505	-0.5
Italian Lira	1.0505	1.0505	-0.5
Spanish Peseta	1.0505	1.0505	-0.5



3pm prices December 13

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

FINANCIAL TIMES FRIDAY DECEMBER 14 1990

12 Month High	Low	Stock	Div.	Yld.%	12 Month High	Low	Close	Prev. Close	Chg/ Prev.	12 Month High	Low	Stock	Div.	Yld.%	12 Month High	Low	Close	Prev. Close	Chg/ Prev.	12 Month High	Low	Stock	Div.	Yld.%	12 Month High	Low	Close	Prev. Close	Chg/ Prev.
365	365	AAR	.48	4.2	88403	84	84	84	-24	365	365	Baileys	.02	22.14	12000	12000	12000	12000	0	365	365	Baileys	.02	22.14	12000	12000	12000	12000	0
117	117	ACM	.12	1.2	88404	75	75	75	-24	117	117	Baned	.02	12.1	9500	9500	9500	9500	0	117	117	Baned	.02	12.1	9500	9500	9500	9500	0
117	117	ACM M	.12	1.2	88405	75	75	75	-24	117	117	Bard	.02	12.1	9500	9500	9500	9500	0	117	117	Bard	.02	12.1	9500	9500	9500	9500	0
77	77	ACM S	.12	1.2	88406	75	75	75	-24	77	77	BardC pr.1.75	.02	15.10	10000	10000	10000	10000	0	77	77	BardC pr.1.75	.02	15.10	10000	10000	10000	10000	0
49	49	ADM	.12	1.2	88407	75	75	75	-24	49	49	Barton	.02	12.1	9500	9500	9500	9500	0	49	49	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88408	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88409	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88410	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88411	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88412	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88413	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88414	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88415	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88416	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88417	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88418	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88419	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88420	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88421	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88422	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88423	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88424	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88425	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88426	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88427	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88428	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88429	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88430	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1	9500	9500	9500	9500	0
365	365	ADM	.12	1.2	88431	75	75	75	-24	365	365	Barton	.02	12.1	9500	9500	9500	9500	0	365	365	Barton	.02	12.1					

## **NYSE COMPOSITE PRICES**

**12 Month  
High Low Stock Div. Yld. E 1984 High Low  
Continued from previous Page**

These figures are **unadjusted**. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25% or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividend are annual distributions based on the last declaration.

**d**-Dividend also x-splits, b-annual rate of dividend plus annual dividend, c-dissolving dividend, d-new, e-new yearly low, f-amount declared or paid in preceding 12 months, g-dividend declared at split-up or stock dividend, j-dividend paid this year, m-dividend deferred, or no action taken at least one dividend, n-dividend declared or paid this year, o-current dividend rate, p-current dividend rate with dividends in arrears, r-new dividend in the past 52 weeks, t-the high-low range based on the start of trading, u-amount per share delivered, v-PVC price/earnings ratio, x-dividend declared or paid in preceding 12 months, y-stock dividend, z-stock split. Dividends begin with date of split, otherwise paid in stock to begin with date of split, otherwise estimated cash amount on ex-dividend or ex-distribution date, u-new yearly high, v-new yearly low, w-in bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed such corporate, wd-distributed, wv-withheld, wv-wt withheld, xw-ex-dividend or ex-rights, xwv-ex-distribution, xwv-wt withheld, yw-ex-dividend and sales limit, ywv-yield rates in full.

---

**AMEX COMPOSITE PRICES**

## **NASDAQ NATIONAL MARKET**

3pm prices December 13

**Hand-  
Delivery  
now  
available in  
MOSCOW  
WARSAW  
BUDAPEST**

**Phone 49 - 69 - 7596118  
Fax 49 - 69 - 722677**

**FINANCIAL TIMES**  
LONDON'S BUSINESS NEWSPAPER

**ANSWER**

## AMERICA

**Vista doubles in response to German bid**

## Wall Street

A TWO-WAY FULL exerted by firmer than expected retail sales figures and higher oil prices left US equities little changed yesterday morning, writes Patrick Harwood in New York.

At 1.30pm, the Dow Jones Industrial Average was slightly easier, down 7.92 at 2614.36 in steady trading. The Standard & Poor's 500 moved in similar fashion, edging 0.55 lower to 329.64 at 1pm. Over the counter stocks, however, managed to stay in the black, the Nasdaq composite rising 0.31 to 370.73. The November retail sales figures proved better than the market had hoped. The data showed that sales fell only 0.1 per cent last month (Wall Street had forecast a 1 per cent decline), suggesting that the slowdown in economic activity will not be as sharp, or as long-lasting, as some economists are predicting.

Sentiment, however, was not helped by a rise in oil prices. The price of a barrel of January crude was up \$1.23 to \$35.88 just after 1pm in New York.

The market's recovery from Gulf-related weakness in recent weeks has been helped by a series of large corporate bids, notably for MCA, the entertainment group, and NCR, the computer group. Yesterday there was another big acquisition in the shape of a \$55-a-share offer for Vista Chemical by RWE-DEA, a German conglomerate.

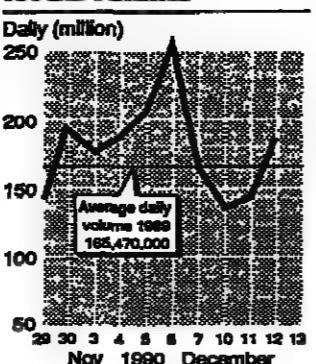
Vista stock soared \$25% to \$54 on news of the offer, which was accepted by the company's management. Turnover was a brisk 375,000 shares. The rest of the chemical sector improved on the back of the Vista bid terms, which the market regarded as highly generous. Quantum Chemical rose 5% to \$15.74. B F Goodrich climbed 3% to \$39.50 and Olin

added 31% at \$39.

Hilton Hotels fell 3% to \$38 on busy trading as some

market players took the opportunity to realise gains earned on Wednesday after specula-

## NYSE volume



tion of a bid for the group had pushed the stock sharply higher. There was no follow up

yesterday to the talk of a Japanese-led consortium making an offer for Hilton.

Toys R Us, one of the most actively traded stocks of the recent weeks, again topped the market's turnover table. The shares have been bought because of the retailer's dominant position in the US toy market, but have been sold because of fears of what might be poor Christmas sales.

The latter sentiment dominated yesterday, especially after Salomon Brothers cut its earnings estimate for both this year and next year. Toys R Us fell 1% to \$23.75 on volume of over 1m shares. The other big player in the toy market, ChildWorld, which has been cutting prices and postponing paying bills to keep afloat, was also lower, down 3% at \$24.

Rollins Environmental Services fell 3% to \$34 in heavy trading after a number of analysts trimmed their profits' forecasts following news of an

unscheduled maintenance shutdown at Rollins' incinerator in Texas. The shutdown is likely to last 10 to 11 days, but the company would not estimate the cost of the halt to operations.

CES maintained its upward momentum on news of the planned buy-in of stock, rising another 3% to \$17.85.

## Canada

TORONTO was virtually unchanged at midday after trading within a six-point range during the session.

The composite index rose 1.7 to 3,254.3 on volume of 13.23m shares. News that US Secretary of State James Baker had said that Iraq is not taking the peace process seriously was met by the market with scepticism.

"There was even speculation that the whole thing might be called off," one trader said. "I have a hard time believing that."

The latter sentiment domi-

## ASIA PACIFIC

**Hopes of lower rates push bonds and Nikkei higher**

## Tokyo

SHARE PRICES accelerated their upward trend yesterday, in sympathy with the continuing rally in the bond market and the sharp rise on Wall Street. The Nikkei average climbed 643.56, or 2.7 per cent, to 24,642.37, advancing for the seventh consecutive session and closing at the day's high, writes Emiko Terazono in Tokyo.

After opening at the session's low of 24,036.28, equities were mixed on morning profit-taking but moved up sharply on arbitrage-related buying in the afternoon.

Gains led declines by 76 to 221, with 140 issues unchanged. The Topix index of all first section stocks finished 34.48 higher at 1,813.88, but in London the ISE/Nikkei 50 index closed 4.02 to 547.28.

Volume again totalled 600m shares, traders noting considerable demand from investment trusts and a few buying orders from other financial institutions.

Mr Shin Toki at County NatWest said trust banks and other institutional investors were putting in buying orders for large interest rate-sensitive issues. But he added that the rise in equity prices was too fast, and that some investors were waiting on the sidelines for a drop.

Bond yields fell on expectations of an interest rate cut in the near future, although Mr Yasushi Mieno, central bank governor, has insisted again this week that there would be no change in monetary policy.

AMSTERDAM continued to fluctuate and the sector index ended 0.1 per cent, MoDo free B shares rose another 5Krt to SKR230 and SCA free B's reversed a recent drop to close SKR1 higher at SKR5.

ZURICH saw CS Holding drop SF160 to SF115.65 following Wednesday's Swiss Federal Court ruling that the group must hold sufficient capital to back the assets of all group companies, implying the possibility of a substantial capital raising operation. The Credit Suisse index rose 1.6 to 480.7.

MILAN met the market's expectations and rose on the first day of the January trading account on moderate demand for blue chips. News late yesterday that a bill abolishing jobbing floor traders

caught up a little with the sector as they rose DM10 to DM22.5, and DM4.50 to DM35.50 respectively.

PARIS gave up early gains. The CAC 40 index rose as high as 1,681.79 before closing 0.45 down at 1,659.4 in volume estimated at about FF72bn.

About FF72bn was accounted for by a block trade of 3.2 per cent of the capital in the construction company SAE, reviving takeover speculation. The stock closed FF730 higher at FF740.20.

There were sharp declines in three heavyweight stocks in considerable volume. Peugeot lost FF72 to FF730 after its chairman, Mr Jacques Calvet, said that he was less optimistic about the company's 1990 results than in October, when he forecast net attributable profit approaching 1989's FF10.3bn. Lafarge Copepe, the cement producer, fell FF72.4 to FF72.7 and Saint Gobain dropped FF71 to FF72.8.

MILAN met the market's expectations and rose on the first day of the January trading account on moderate demand for blue chips. News late yesterday that a bill abolishing jobbing floor traders

and merging them into broader groups called Sibis had finally become law was thought likely to boost prices today though the law could still take another two years to become fully operational. The Comit index rose 0.4 to 241.37.

Acqua Marcia, a diversified real estate and construction holding company, closed L30 or eight per cent higher at L370 after a brief suspension because of excessive gains, on persistent speculation that it was close to selling two subsidiaries. After the market closed, the company said that it was in talks with an unnamed French group to sell stakes in two of its subsidiaries, Bestogi and Galleria Colonna.

ZURICH saw CS Holding drop SF160 to SF115.65 following Wednesday's Swiss Federal Court ruling that the group must hold sufficient capital to back the assets of all group companies, implying the possibility of a substantial capital raising operation. The Credit Suisse index rose 1.6 to 480.7.

MILAN met the market's expectations and rose on the first day of the January trading account on moderate demand for blue chips. News late yesterday that a bill abolishing jobbing floor traders

fall on the month, bringing the year-on-year inflation rate to 6.7 per cent, failed to inspire further buying. There was heavy volume in the utilities sector with close to 5m Femosa changing hands. The general index closed 0.2 higher at 241.37 in volume of Pta10.4m after Pta10.4m.

STOCKHOLM closed higher in moderate volume. The Aftersvärlden general index closed at 4.3 higher at 90.3 in turnover of SKr23m.

The forestry industry continued to fluctuate and the sector index ended 0.1 per cent, MoDo free B shares rose another 5Krt to SKR230 and SCA free B's reversed a recent drop to close SKR1 higher at SKR5.

AMSTERDAM came off the day's highs but still closed with a gain. The CBS Tendancy index reached 98.1 soon after the opening but eased back to close at 97.6, up 0.2 on the day. Volume jumped to F1328.4m, which was more than double the slender daily volume of around F1310m which has been common since the Gulf crisis started.

The chemical sector continued to advance, with Akzo adding F1.2 to F17.80, its high-

est level of the day. DSM added F1150 to F189.50, Rodameco, in which it had a 50% stake, also rose 0.2 per cent, to 189.50.

In Osaka, prices rose as smaller-sized issues attracted demand. The OSF average moved up 26.65 to 76.65 on volume of 61.6m shares. Chugai Ro, a furnace maker, was the most active stock and climbed Y40 to Y100. Nine-

tonne gained Y100 to Y200.60.

BOND YIELDS fell on expecta-

tions of an interest rate cut in the near future, although Mr Yasushi Mieno, central bank governor, has insisted again this week that there would be no change in monetary policy.

AMSTERDAM was rocked by 45.6m shares drop to NZ\$1.01 for Brierley Investments, the investment and hotels concern which is one of New Zealand's biggest companies.

Brierley fell 1.10 on selling by overseas investors, volume in the stock reaching an unusually heavy 3.8m shares. The Barclays index lost 23.47, or 1.9 per cent, to 1,204.87, a new six-year low. Turnover increased from NZ\$8.9m to NZ\$10.3m.

INDUSTRIAL Equity (Pacific), Brierley's international investment arm, slipped 10 cents to NZ\$1.30.

TAIWAN staged a minor technical rebound after Wednesday's 5.6 per cent drop, the weighted index rising 37.12 to 4,372.38.

AUSTRALIA eased on the country's rising unemployment, the All Ordinaries index

had sold the contracts to Mr Oei, and suggested the possibility of greenmail.

In Osaka, prices rose as smaller-sized issues attracted demand. The OSF average moved up 26.65 to 76.65 on volume of 61.6m shares. Chugai Ro, a furnace maker, was the most active stock and climbed Y40 to Y100. Nine-

tonne gained Y100 to Y200.60.

SEoul fell for the third consecutive session as the prime ministers of North and South Korea ended their third round of talks yesterday, apparently as far apart as when they started.

The composite index receded 11.69 to 712.87 amid turnover down from Won 786.5m to Won 776.65 to Won 776.65 on volume of 61.6m shares. Share prices began to recover from mid-afternoon as the stock market stabilisation trust stepped in as active buyers for the close.

SINGAPORE rallied but failed to stay above the 1,200 level on the Straits Times Industrial Index - ahead 17 points at one stage before closing 10.46 up at 1,195.15 following profit-taking in the afternoon.

NZEW ZEALAND was rocked by an 8-cent drop to NZ\$1.01 for Brierley Investments, the investment and hotels concern which is one of New Zealand's biggest companies.

Brierley fell 1.10 on selling by overseas investors, volume in the stock reaching an unusually heavy 3.8m shares. The Barclays index lost 23.47, or 1.9 per cent, to 1,204.87, a new six-year low. Turnover increased from NZ\$8.9m to NZ\$10.3m.

INDUSTRIAL Equity (Pacific), Brierley's international investment arm, slipped 10 cents to NZ\$1.30.

TAIWAN staged a minor

technical rebound after Wednesday's 5.6 per cent drop, the weighted index rising 37.12 to 4,372.38.

INDIVIDUAL ISSUES seemed more important than general sentiment in the Pacific Basin yesterday.

AMONG large-capital stocks, Nippon Steel rose for the second day in a row, gaining Y22 to Y46 and accounting for almost 9 per cent of total volume. Other steels were also strong, with Kobe Steel up Y1 to Y50 and Kawasaki Steel adding Y24 to Y46.

Mazda Motor forged ahead by its daily limit of Y100 to Y76. The company announced that it had developed a hydrogen engine, and was favoured by investors on the environmental theme.

Soviet-related shares continued their advance, with traders Marubeni up Y11 to Y74 and Citoh Y11 to Y75. Nissan Diesel, a truck and bus manufac-

ture, appreciated Y42 to Y670.

Honshu Paper, the popular speculative stock, put on Y90 to Y230. It had gyrated wildly last week on news that a Singapore investor, Mr Oei Hong Leong, had bought options worth 33 per cent of its outstanding shares. News reports identified the 33 investors who

closed 3.9 off at 1,319.7 on volume up from A\$124m to A\$129m.

Adelaide Steamship caught another severe chill and dropped 15 cents to 35 cents, a 180 low and down from A\$6.20 seen at the start of the year.

Adsteam announced a restructuring plan on Wednesday.

Against the trend, News Corp improved 16 cents to A\$6.20, following the overnight rise on Wall Street and the easing of US interest rates.

MANILA saw the first big bout of profit-taking in oil shares after their rise on last week's oil find. Oriental Petroleum & Minerals fell 0.125 to 0.089 pesos and the oil index lost 0.889 to 0.219.

However, commercial and industrial issues took the strain and the composite index gained 11.29 to 867.87. Turnover expanded from 23.7m pesos to 28.1m.

SEOUL fell for the third consecutive session as the prime ministers of North and South Korea ended their third round of talks yesterday, apparently as far apart as when they started.

The composite index receded 11.69 to 712.87 amid turnover down from Won 786.5m to Won 776.65 to Won 776.65 on volume of 61.6m shares. Share prices began to recover from mid-afternoon as the stock market stabilisation trust stepped in as active buyers for the close.

SINGAPORE rallied but failed to stay above the 1,200 level on the Straits Times Industrial Index - ahead 17 points at one stage before closing 10.46 up at 1,195.15 following profit-taking in the afternoon.

NZEW ZEALAND was rocked by an 8-cent drop to NZ\$1.01 for Brierley Investments, the investment and hotels concern which is one of New Zealand's biggest companies.

Brierley fell 1.10 on selling by overseas investors, volume in the stock reaching an unusually heavy 3.8m shares. The Barclays index lost 23.47, or 1.9 per cent, to 1,204.87, a new six-year low. Turnover increased from NZ\$8.9m to NZ\$10.3m.

INDUSTRIAL Equity (Pacific), Brierley's international investment arm, slipped 10 cents to NZ\$1.30.

TAIWAN staged a minor

technical rebound after Wednesday's 5.6 per cent drop, the weighted index rising 37.12 to 4,372.38.

AUSTRALIA eased on the country's rising unemployment, the All Ordinaries index

had sold the contracts to Mr Oei, and suggested the possibility of greenmail.

In Osaka, prices rose as smaller-sized issues attracted demand. The OSF average moved up 26.65 to 76.65 on volume of 61.6m shares. Chugai Ro, a furnace maker, was the most active stock and climbed Y40 to Y100. Nine-

tonne gained Y100 to Y200.60.

SEoul fell for the third consecutive session as the prime ministers of North and South Korea ended their third round of talks yesterday, apparently as far apart as when they started.

The composite index receded 11.69 to 712.87 amid turnover down from Won 786.5m to Won 776.65 to Won 776.65 on volume of 61.6m shares. Share prices began to recover from mid-afternoon as the stock market stabilisation trust stepped in as active buyers for the close.

SINGAPORE rallied but failed to stay above the 1,200 level on the Straits Times Industrial Index - ahead 17 points at one stage before closing 10.46 up at 1,195.15 following profit-taking in the afternoon.

NZEW ZEALAND was rocked by an 8-cent drop to NZ\$1.01 for Brierley Investments, the investment and hotels concern which is one of New Zealand's biggest companies.

December 14 1990  
rates push  
kei higher

- The country has no national parks. Now four are suggested Page 4

### SECTION III



**Conservatives hope that Mrs Thatcher's resignation will lead to a revival in the party's Scottish fortunes.** But Mr Ian Lang, the new Scottish Secretary, is under pressure on the economic front and also faces demands for a Scottish parliament, writes James Buxton

## Tory sighs of relief

THERE HAS been a palpable lightening of the mood in Scotland since Mrs Margaret Thatcher resigned as prime minister last month.

The opponents of Thatcherism are delighted at the departure of an old adversary and even claim some credit for bringing about her downfall. Reticent sympathisers with the Conservatives no longer feel they have to conceal their allegiance to the party of Mrs Thatcher, and hope there could at last be a revival in its fortunes.

One beneficiary of the new mood should be Mr Ian Lang, whom Mr John Major appointed to be Secretary of State for Scotland, replacing Mr Malcolm Rifkind who became Transport Secretary. The delight evident on Mr Lang's face ever since he took office probably reflects not only his satisfaction at scaling one of the pinnacles of Scottish life, but also the easing of the political situation in Scotland.

Whereas Mrs Thatcher aroused a wide gamut of emotions in England, the commonest feeling towards her among the Scots was one of dislike verging on detestation. In the Tory, Scots might have warmed to her because of her ascent from humble origins, her approval of thrift and her wish for efficiency. But as the years of her rule multiplied, they increasingly found her overbearing and saw her as an example of the worst kind of English arrogance, fuelled by suspicion of a powerful woman in a male-dominated society.



Ian Lang: blunts opponents' assaults with charm



Salmon fishing on the River Tay at Perth

dence or for a separate Scottish parliament, she made them stronger.

Much of this hatred was irrational: Professor Ross Harper, who for a time was president of the Scottish Conservative Association, used to tell how he was talking with a hospital matron when she tried to make a telephone call. Finding the instrument out of order, she said: "That's Thatcher's fault."

More seriously the anti-Thatcher sentiment made Scots discount or disbelieve the positive changes which took place under her government. Living standards have risen impressively for most Scots, who borrow less than the English and now have one of the highest levels of disposable income in Britain. They are now more likely than they were a decade ago to set up their own businesses and own their own homes.

Formerly grim places such as Glasgow are now acclaimed throughout Britain for their quality of life (at least in some parts) and their cultural achievements - both due in some measure to government funding.

The departure from the scene of Mrs Thatcher could make people in Scotland look at what is happening in their country more dispassionately. Politicians from the opposition parties may now have to state

more clearly what they are for rather than what they are against. Professor Christopher Smout, the Scottish economic historian, has said that the Scots made Mrs Thatcher into their scapegoat, an external explanation for their failures. That sibyl may no longer be available.

Although the Scottish Conservatives denied it in public, they admitted privately that Mrs Thatcher had long been given liability to them. It was said by some that Mr Rifkind's Scottish Office team was a like an aircraft flying on auto-pilot following a set of waypoints fed in by Downing Street.

There was some truth in that, although it devalued Mr Rifkind's genuine attempts to wean the Scots steadily out of their habits of dependency, such as his initiatives in housing. He was more sure than Mr Michael Forsyth, his junior minister, an ardent Thatcherite who successfully shook up Scottish education and tackled the health service unions but was a disastrous chairman of the Scottish Conservative party.

Now it is Mr Lang who can for the moment savour the Conservatives' revived popularity, as evidenced in the opinion polls and by the only marginal fall in their share of the vote in the recent Paisley by-elections. The Scottish Conserva-

tives have begun to distance themselves from the Thatcher era. Shortly after taking office Mr Lang admitted: "In the past some areas of policy have not come under the open and relaxed scrutiny necessary."

However, there may be a limit to how much the Conservatives can disown Mrs Thatcher as a scapegoat for the more unfortunate of their policies. Mr Lang, who had an uneventful career in Scottish Office minister of state under Mr Rifkind, now has to deal with the consequences of several policy initiatives with which he was closely involved.

The pressure is likely to build up on the economic front. Although unemployment in Scotland was still falling in October, the economy is set on a course likely to lead to recession ending a period of expansion that was much briefer than that in England. The Conservatives have still not fully weaned Scotland off the notion that government can prevent

or cushion the shock of plant closures.

Nowhere is that more true than in the steel industry where British Steel is due to close the hot strip mill at its Ravenscraig plant at Motherwell next April with the loss of 770 jobs while its nearby Clydesdale tube works is to shut early in the new year with the loss of 1,200 jobs. Having privatised British Steel, the government is in no position to intervene. But Mr Rifkind commissioned via the Scottish Development Agency a consultants' report on the future prospects for the Scottish steel industry whose preliminary conclusions will shortly be landing on Mr Lang's desk and provoking calls for action.

Consumption in Scotland of steel from Ravenscraig is a tiny proportion of its output but the ramifications of the ending of steelmaking in Scotland (which now looks likely within about four years) would be much more serious than

- How the electricity industry is preparing for privatisation Page 6

### IN THIS SURVEY

Economy: downturn spreads over the border MAP, KEY FACTS Page 2

Farming: struggle gets tougher  
Relocation and inward investment: the single-door approach Page 3

The environment: call for four national parks  
Transport infrastructure: missing links to Europe Page 4

Offshore oil industry: granite city is buoyant again  
Whisky: marketing is good for you Page 5

Electricity privatisation: Power and Hydro-Electric impress analysis  
Steel industry: the writing on the wall  
Highlands: a renaissance in parts Page 6

Photographer: Ashley Ashford  
Illustrations: Robin Coker, Richard Schmidhuber  
Bob Hutchison, Graham Lister  
Editorial production: Gabriel Burman

Editorial Convention, a body supported by Labour and the Liberal Democrats which, after a year and half of deliberations, has now completed its blueprint for a Scottish parliament which would have considerable powers, including the right to raise its own supplementary income that Labour is committed to legislating for a Scottish parliament within a year of coming to office.

The opinion polls consistently show that 46 per cent of the people of Scotland want a separate parliament and 35 per cent want outright independence in the European Community. What is less clear is how strongly those views are held.

But many Scots now assume that in some form a Scottish assembly will arrive in the next few years. If Labour does not win the next general election and the Conservatives still do badly, they may have to look again at an idea they have been strenuously rejecting for the past decade.

### EUROPEAN INTEGRATION

## Momentum for change

THE DRAMATIC eruption of the European issue into Westminster politics in recent weeks has been viewed with wry amusement in Scotland, where a fierce debate has been raging for some time about how best to respond to growing unification of the EC.

This has mainly been in response to the Scottish National Party's adoption of a policy of pursuing "independence within Europe". What exactly that means is still a matter for disagreement within the SNP itself, but there is no doubt that the slogan has helped the nationalists to shed off the "separatist" label with which they have long been tagged.

Opponents say current policies emanating from Brussels scarcely square with SNP aims of preserving the Scottish steel industry at Ravenscraig, preventing foreign takeovers of Scottish companies and securing more North Sea fishing rights.

The nationalists argue that such objectives can best be secured by an independent nation, which could take its full place in the councils of Europe.

The Labour party points out that the EC would be most unlikely to welcome the break-up of the UK, given the regional and separatist tensions within other member states such as Spain and Italy.

However, Labour also believes its promised Scottish parliament would forge direct links with Brussels, building on the example of the German Länder. The party is moving towards endorsing a Europe of the regions, under which the power of the centre would be counterbalanced by devolving control to regional and local national centres.

There is general consensus about the importance of Europe to the Scottish economy. Mr Hamish Morrison, of the Scottish Council Development and Industry, says that 60 per cent of Scotland's manufactured exports now goes to EC countries, compared with only 20 per cent 15 years ago. Scots have long been used to

being part of a bigger entity, according to Mr Morrison, and have become adept at playing that sort of game. Accordingly, they have a different attitude of mind towards loss of sovereignty: "A lot of people in the south-east of England get their livelihood from the fact that it is a big country. It is not surprising that people there worry about Scotland's loss of sovereignty."

There is not to suggest that Scots are indifferent about Britain's fate in Europe. Mr Morrison says: "There is absolute horror here at the idea

of Scotland might become semi-detached in Europe. For Scotland, that would leave us up a blind alley."

Mr Douglas Harrison, head of research at the Scottish Trades Union Congress, says of the unified market: "Scottish companies which are currently exporting to Europe will do very well. Companies which do not are going to have a very hard time."

Strathclyde Regional Council has long been Britain's most successful local authority at obtaining funds from Brussels. Ten years ago it appointed a full-time representative and in that period the amount the council has been granted by the European social and development funds has risen from £8.2m in 1980 to £75m in 1989.

Mr Charles Gray, leader of the Strathclyde council, says he has always found Brussels an easy place in which to meet and do business with politicians and officials - a view shared by the STUC.

A positive view of increasing European integration is also ten by Mr James Provan, a former Tory MEP, who heads Scottish Financial Enterprise, the lobby representing the industry which employs 10 per cent of the Scottish workforce and accounts for 15 per cent of the GDP.

Mr Provan is bullish about the implications of joining the Exchange Rate Mechanism and beyond that full monetary union, which he says would lead American and other overseas investors to increase the European weighting of their portfolios.

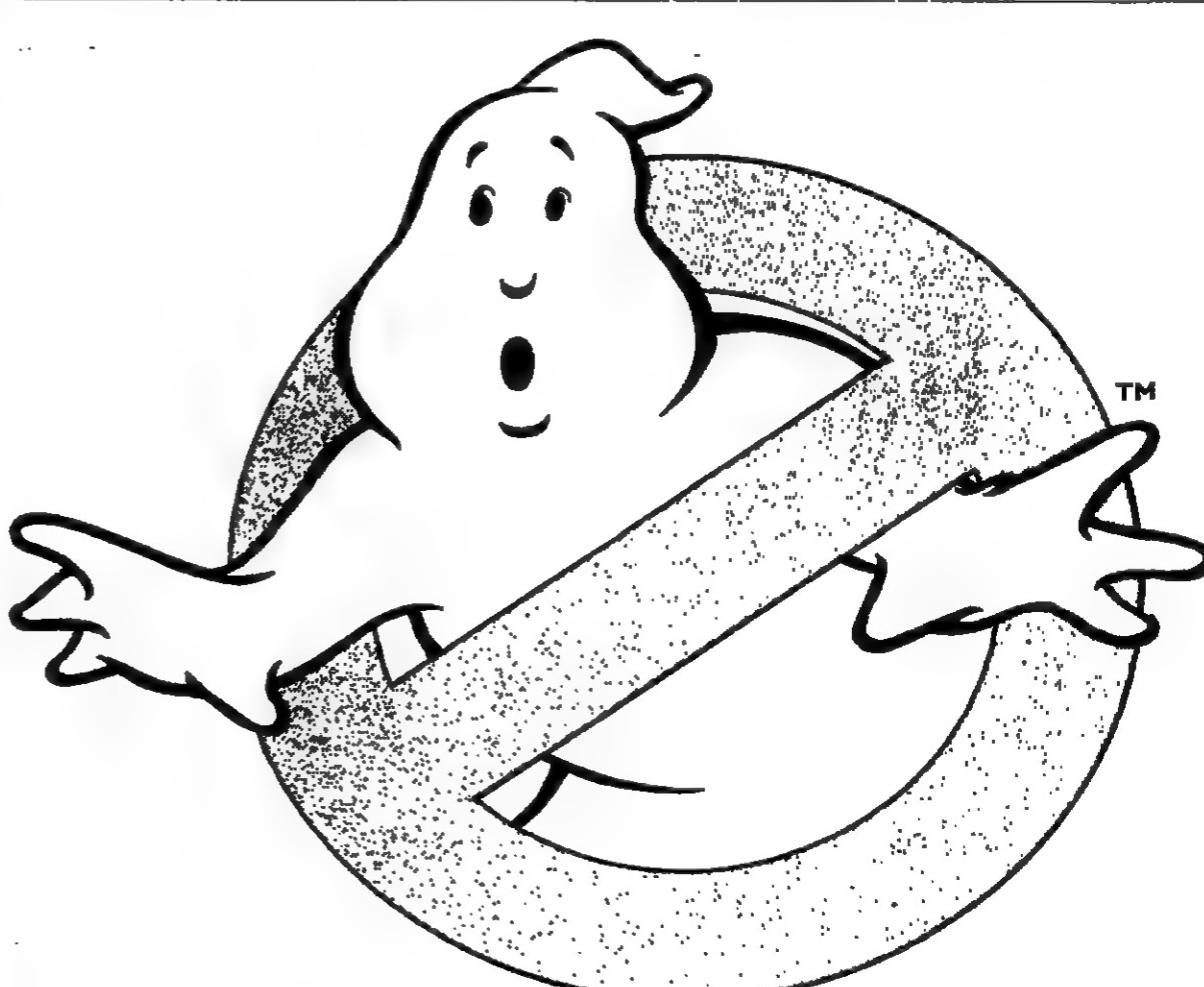
He says Scottish financial institutions would be well placed to cash in on their long-established reputation for stability and be able to take a long-term view of investment opportunities, well away from the hothouse atmosphere and frenzied trading of the City of London.

Beneath this widespread enthusiasm for Europe there lurks considerable unease about the dangers of being left out on the periphery of the single market. Scotland's road links to the south are generally held to be inadequate and there is little enthusiasm for a national rail policy which has so far proved incapable of providing a high-speed rail link between the Channel Tunnel and London, far less points north. All sections of business also agree that Scotland needs improved direct air links with the Continent.

One voice that has contributed very little to the debate about Scotland's role in Europe is that of the Conservative party, which controls the Scottish Office in spite of having only 10 out of Scotland's 72 MPs. The Tories have confined themselves to attacking the cost of Labour's plans for a Scottish parliament and deplored the SNP's plans to break up the UK.

The Confederation of British Industry in Scotland has also made little contribution to the public debate, even though the Scottish Constitutional Convention, backed by the Labour party, Liberal Democrats and Greens, has proposed that a Scottish parliament should

Beneath the widespread enthusiasm, there is unease about the dangers of being left on the periphery of the single market



## SHARE IN THE SWEET TASTE OF SUCCESS IN GLENROTHES

Barker & Dobson, Keiller, Victory V's and Hacks are just a few of the brand names for which Alma Confectionery are famous.

And from their Glenrothes plant come speciality lines such as the highly successful 'Ghostbusters'.

Alma Confectionery, like many other successful companies found Glenrothes

an ideal place for locating their business.

Alma need to transport their products to their markets worldwide and Glenrothes is ideally situated to fulfil their requirements.

Who knows? You too, could be sampling the sweet taste of success in Glenrothes.

If you would like further information please complete and post the coupon below. Or, contact the

Marketing Department on 0592 754343.



**GLENROTHES, FIFE**  
GOOD FOR BUSINESS. GREAT FOR LIFE.

Marketing Department, Glenrothes Development Corporation,  
Unicorn House, Glenrothes, Fife KY7 5PD. Telephone 0592 754343.

NAME \_\_\_\_\_  
POSITION \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
TEL \_\_\_\_\_

Andrew Bolger

112

## SCOTLAND 2

Changes of the past decade have left a more balanced economy, as

## Downturn spreads over the border

A BRIEF, relatively happy period for the Scottish economy is drawing to an end. Although unemployment in Scotland, now 7.9 per cent, is still falling, the recession affecting the southern half of Britain will soon, it is expected, spread to Scotland.

That is very disappointing. The economy in Scotland began to expand only in late 1987, more than a year later than that of southern Britain. Now, although it is also slowing down later than the south, it is still having to suffer as a result of measures taken to deal with an overheating in the south which never reached Scotland.

Scotland began to enjoy the economic upturn later than places further south mainly because the oil price collapse in late 1985 and in 1986 had a severe effect on the offshore supply industry based around Aberdeen. The impact was felt by manufacturers in the central belt of Scotland who supplied offshore-related equipment.

When the upturn came, it was less powerful than further south. It was only in the first quarter of this year that the growth rate of manufacturing output in Scotland outrivaled that of the UK as a whole, the first time for five years; and the trend, which some people believe was illusory, was not repeated in the following

quarter's figures.

The recent upturn was probably not led by manufacturing. Over the past 10 years the Scottish economy has changed remarkably as the older heavy industries such as shipbuilding and coalmining have virtually disappeared, along with a number of ill-located manufacturing plants directed to Scotland by past governments.

Much of the growth has come from newer industries such as the electronics plants of the US and Japanese multinationals, although some engineering companies, notably Weir Group, have also done well. The whisky industry has been flourishing in the past two years with several mothballed distilleries reopening.

But the strongest expansion has probably come from service industries with the financial services institutions of Edinburgh and Glasgow becoming an increasingly significant employer and the tourism industry expanding. There has been an upsurge in commercial property development, especially in Glasgow.

The increase in house prices began much later in Scotland than in the south, continued until a few months ago but never reached such ferocious proportions as elsewhere. Even with the effect of council house

sales the level of owner-occupation in Scotland is only 50 per cent (having risen from 35 per cent since 1979) and Scottish houses are still much less expensive than those in the south.

Scots as a result have much smaller mortgages than people in England and have been more prudent in their consumer borrowing. Some enjoy pay rates fixed in national pay bargaining related to the cost of living and levels of borrowing of the south of England.

For these reasons Scots have higher net disposable income than people in other parts of Britain.

Recession has not yet hit Scotland. The retail and wholesale sectors are still relatively buoyant as consumer spending continues healthily. But manufacturing is already suffering from the downturn in orders and construction is depressed. The commercial property upsurge is fading even in Glasgow and projects are being delayed or cancelled in places such as Dundee. These trends are inevitable because Scotland is so closely integrated into the UK economy.

The first big industrial setbacks are now hitting Scotland. In October Exxon Chemical said it was postponing a scheme to build a £235m ethylene plant in Fife because it expected slower world growth in chemicals.

**KEY FACTS**

Area	33,639 square miles (32 per cent of UK)
Population	5.1m (6.9 per cent of UK)
Gross Domestic Product ('88)	£32.5bn (8 per cent of UK)
GDP per capita	£6,367 (94 per cent of UK average)

**SECTORS**

Agriculture, forestry and fishing	2.9 per cent
Energy and water supply	5 per cent
Manufacturing	23.2 per cent
Construction	6.9 per cent
Education and health	10.8 per cent
Transport	8.2 per cent

**AVERAGE EARNINGS (1988)**

Males	£233.30 (UK £245.80)
Females	£2152.20 (UK £164.20)

**UNEMPLOYMENT (October 1990 seasonally adjusted)**

Males	147,000 (10.2 per cent)
Females	50,900 (4.7 per cent)
Total	197,900 (7.9 per cent) [UK: 6 per cent]

**HOUSING**

Average price (third quarter 1990)	£57,851 (UK £66,433) Source: Halifax Building Society
------------------------------------	---

**EDUCATION**

Pupil-teacher ratio (all schools) (1988)	15.8 (UK 17.1)
--	----------------

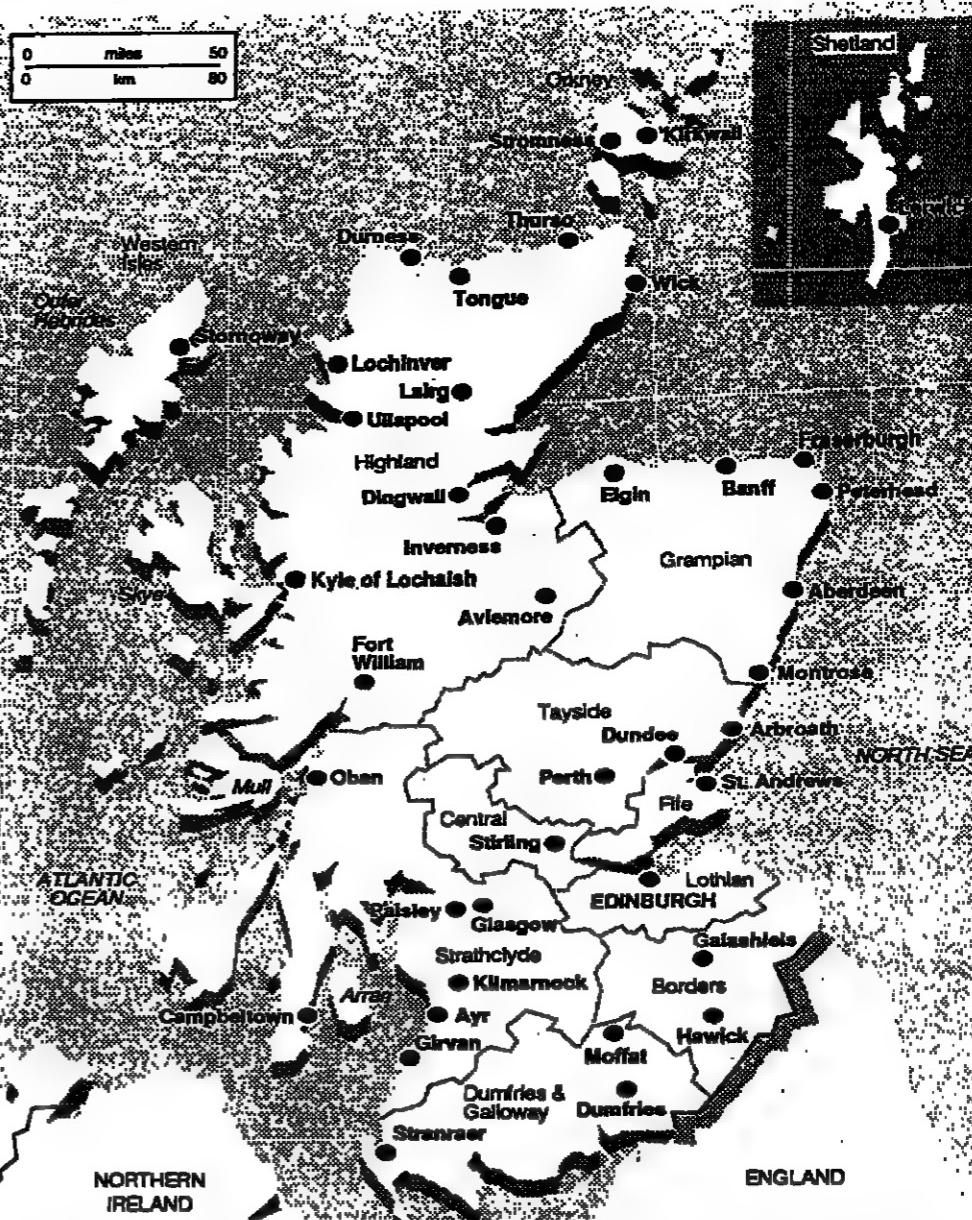
British Steel is closing its tube mill at Clydesdale near Motherwell with the loss of 1,200 jobs, to add to the 770 which will go when it closes the hot strip mill at its Ravenscraig complex. Howden, which makes tunnelling and power station equipment, recently closed its

heavy manufacturing operations at Renfrew near Glasgow. Alongside these developments have come a series of smaller job losses in engineering companies and the textile industry. These will be finding their way into the unemployment statistics in the coming months.

Mr Brian Ashcroft of the Fraser of Allander Institute, the Scottish economic forecasting body, says that companies are being driven back to their domestic Scottish market which is not big enough to make up for the decline in the much bigger English one.

Only in Aberdeen and its surrounding area is there optimism. A new wave of offshore developments has got under way in the past year and a half, exploiting the reduction in costs stemming from the shake-out. Unemployment in Aberdeen, which almost touched 10 per cent in 1987, is now down to 2.6 per cent and some companies are facing shortages of labour.

The upturn in the offshore oil industry benefits companies in engineering and other sectors in areas such as the central belt; a good example is Weir Group of Glasgow where



orders from the oil industry for pumps are this year running two to three times ahead of projections.

All this reflects forces that were at work before the Gulf crisis broke and the oil price went up. If oil prices stay relatively high, companies could in due course invest part of the higher profits they have been making since August in further exploration and possibly bring forward some projects.

However, they could be limited by capacity constraints.

Dr Jim Love, of the Fraser of Allander Institute, believes that if oil prices stabilised at \$32 a barrel or above, a new series of marginal oilfields would become viable, giving a further boost to the offshore

supply industry. The resulting increase in activity could have a helpful effect for the rest of the Scottish economy, just as the consequences of the 1986 oil price slump were dire.

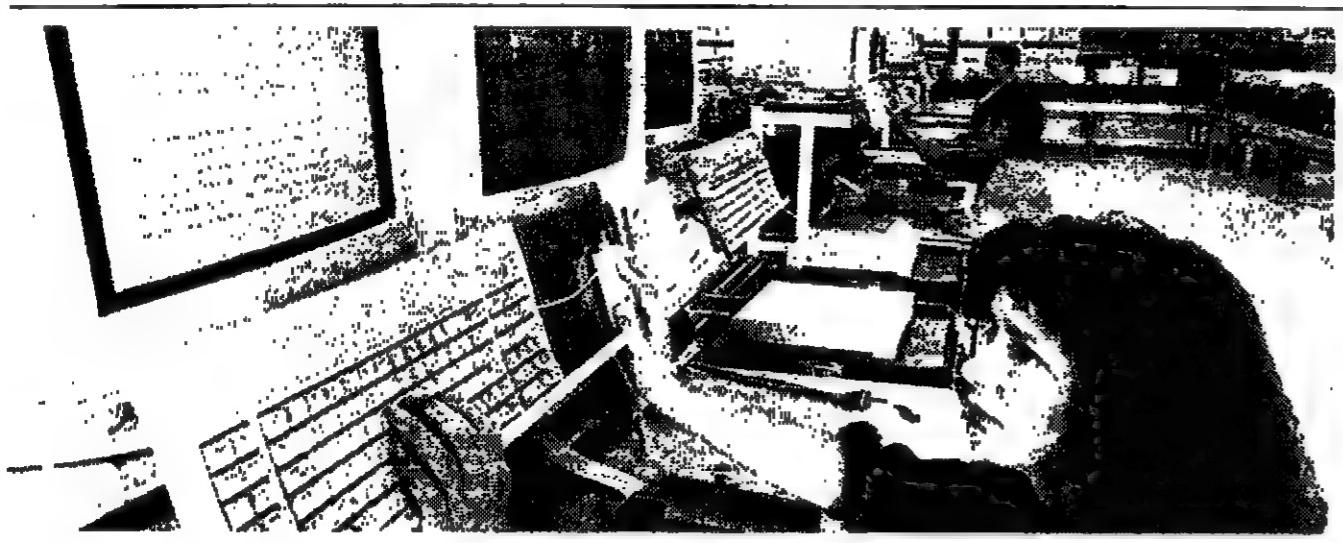
It would be easier to accept the forthcoming downturn if Scotland were going into it from a stronger base. There is little doubt that the changes of the past decade have left a more balanced economy with a foothold in several industries with good potential, such as electronics, financial services and tourism.

But unemployment at just under 8 per cent, though lower than it has been since 1981, is still the third highest in Britain, after Northern Ireland and the north of England. Yet

the Fraser of Allander's latest labour force survey showed that, although demand for labour is softening, companies are having to pay higher wages to meet the shortage of suitably qualified people, especially in the categories of technical and skilled manual workers.

All that adds up to a very big challenge for Scottish Enterprise, the new organisation which is being formed out of a merger of the Scottish Development Agency and the Training Agency, and will operate through a series of local enterprise companies all over Scotland. The creation of a better labour force for the 1990s is its priority.

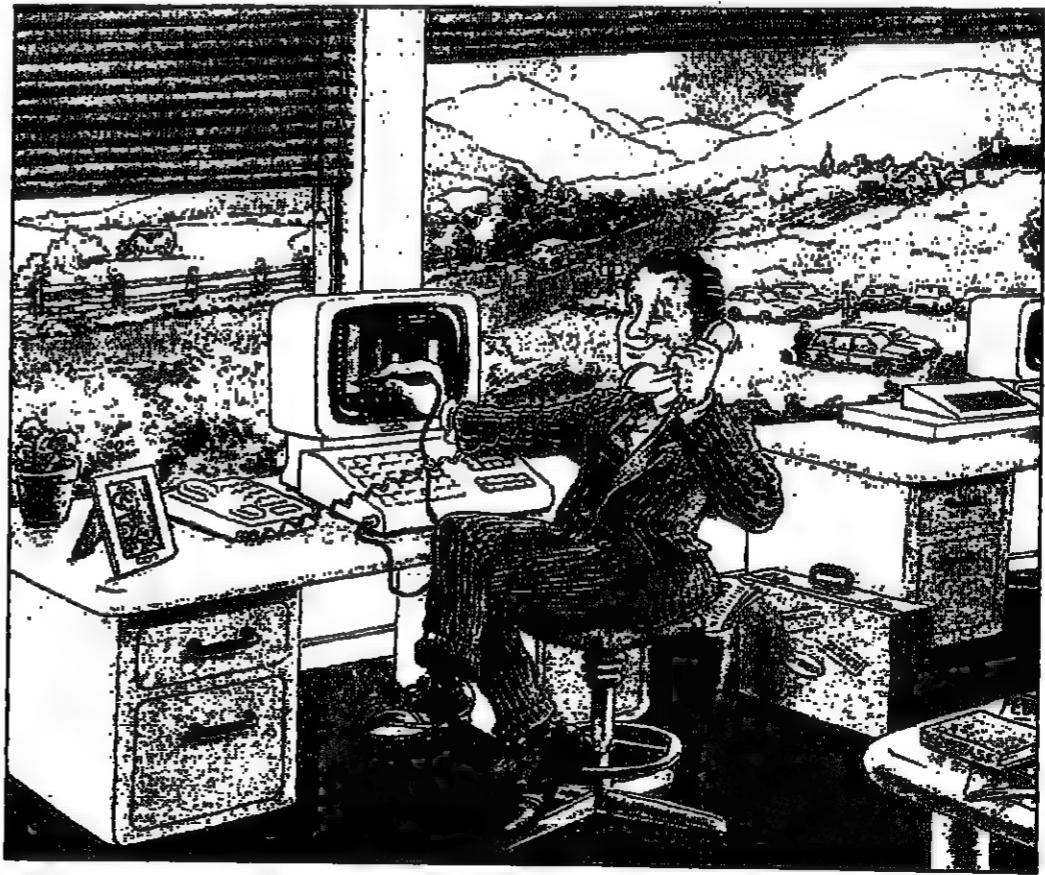
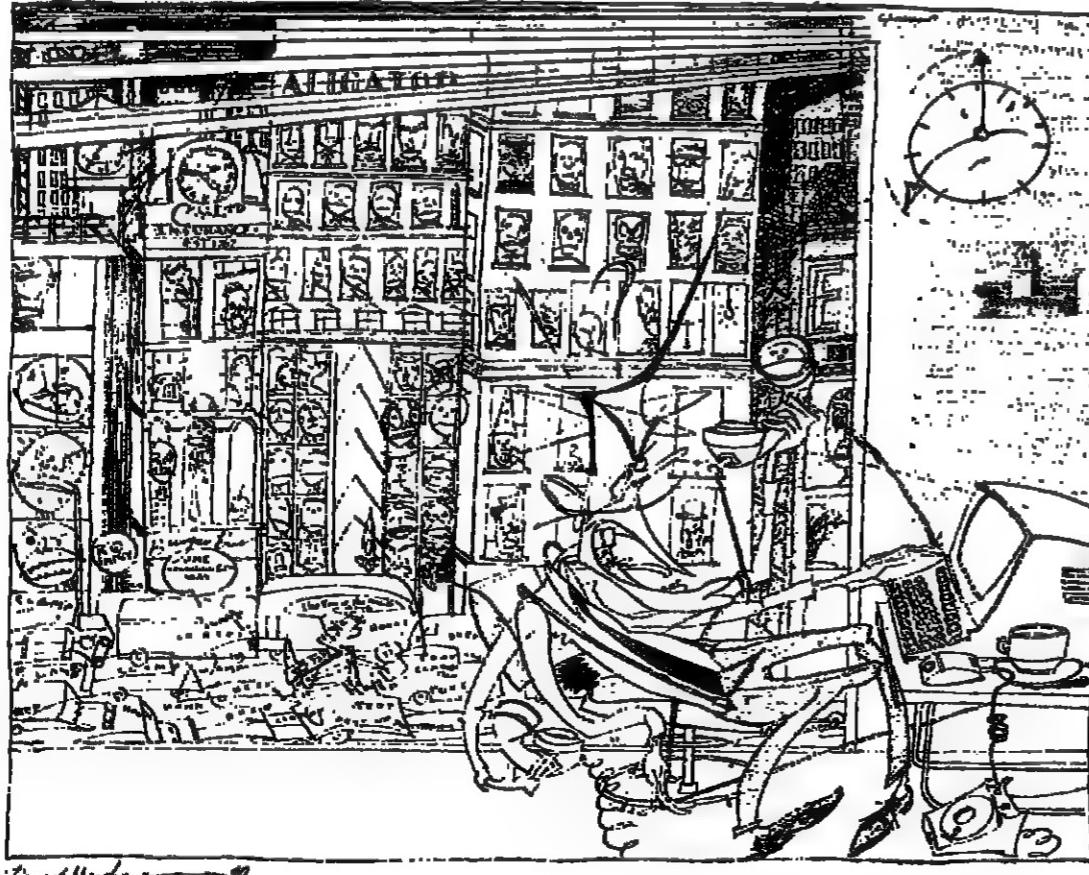
James Buxton



The assembly and initial system test station at Sun Microsystems, Linlithgow

"If it is good to have one foot in England, it is still better, or at least as good, to have the other out of it."

HENRY JAMES



Admittedly it's good to have a foothold in London.

After all, it is the country's main centre for business. But not, we fear, for living. However, you need not suffer the stress (nor the costs) of the city to work there.

The solution lies in The Highlands and Islands Telecommunications Initiative. This is an Integrated Services Digital Network which defeats all distance barriers, coming on stream here now, years ahead of other rural areas.

Effectively this places next door everyone you wish to communicate with. It transmits voice, data, text, video and graphics through one fibre optic line quicker, more clearly and at a lower cost - from one of the most magnificent places on earth, Britain's Top Country.

A place where the championship golf courses are as peaceful as the villages.

Where the market towns are vibrant, yet only the salmon rivers rush.

In our opinion the only problem posed now is not where you'd prefer to live.

But how quickly would you like to start living?

THE HIGHLANDS AND ISLANDS TELECOMMUNICATIONS INITIATIVE



ONE LINE TO THE WORLD

THE TOP COUNTRY

For your free copy of our Information Pack complete the coupon and return to:  
The Highlands and Islands Development Board, FREEPOST, 20 Bridge Street,  
Inverness IV1 1EE (no stamp required). Tel: 01463 223322

NAME \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

TEL. NO. \_\_\_\_\_

POSITION \_\_\_\_\_

J. M. M. S.

Far

RELOCAT

Single

ENDORS OF senior 1 position at it and then to the recently moved to Glasgow app to planning advertisement to benefit of relocating at the crowded and at the south-east of England. A company found that all of them in Scotland was very much what they had been experiencing for the climate. The bottom line of the year had been improved the case of continuing a wealth of site cultural activities. In the year for its capital, although an apparent the HP story is not a of education trends, he company's motives a much pointed as ever the group's exploration moved north after a building which followed a in Scotland caused by in use of the in Scotland, the 6 controlled oil companies' market in north bonds. However, although companies have to relocate offices or data processing offices by the cost of Scotland's low and a ready supply of skilled staff.

The Scottish Developmen says that a move to Glasgow would be a 10 per cent increase in rents. The 28 per cent rates in Glasgow are up 6 per cent a year, with an average of 10s in the south east. The whole "quid" agreement, according to Edward French, director of business and investment arm of the SDI, says: "It is one factor, but far more impor-

FT12

*JH 11/12/90*

**James Buxton looks at an industry which is the principal economic activity in 90 per cent of the country**

## Farmers' struggle gets tougher

**FARMING IN SCOTLAND** has always been more of a struggle than in many other parts of Britain because of the often inhospitable terrain and the difficult climate. Now, with farm incomes being squeezed by the gradual reduction in price support, and the background of inflation and high interest rates, the struggle is becoming even tougher.

"Scottish farmers are facing the greatest changes since the war," says Mr Donald MacRae at Trustee Savings Bank (TSB) Scotland in Edinburgh. "There is a realisation that the link between government and the farming industry is now weaker than it has ever been and almost for the first time farmers are using words like 'competitive advantage', 'marketing' and 'image'."

Scottish farmers' output is worth about £1.5bn a year. Of that almost half comes from cattle and sheep. The remainder is made up of cereals, other arable crops such as potatoes, and other livestock farming such as dairy farming, pigs, poultry and fish farming.

Arable farmers are relatively cheerful at the moment after a harvest which saw some of the best yields of winter wheat, malting barley and oilseed rape since 1984, in a year when English cereal farmers were hit by drought. But beef producers are suffering from a fall in prices of about 10 per cent due to a decline in demand caused by the BSE scare; lamb prices have also fallen.

"A farmer with 100 head of cattle for fattening will find his income of £100,000 down by £5,000 to £10,000 because of lower prices," says Mr Henry

Graham of the Clydesdale Bank. "Input prices are going up with inflation and the rise in oil prices, which affects inputs such as diesel and fertiliser." Borrowing is expensive. Bank lending to Scottish farmers has been in decline since 1986.

Scottish farmers have seen little real growth in incomes since the mid-1970s. The reduction in farm price support began in 1986 and the Scottish farmers had . . .

**"In the past, the farmer produced what he thought the consumer wanted. Now he is adapting output to what the market tells him it wants, especially the big supermarkets"**

confronted crisis with the very bad harvest of 1985. Now Scottish agriculture is having to make difficult choices.

As Mr Ian Ross, president of Scottish National Farmers Union, sees it, farming in Scotland requires a two-legged strategy. On the one hand, he points to a number of initiatives being taken by the SNFU to strengthen farmers in the healthy sectors of the industry. On the other hand,

he talks of a number of schemes in existence or under consideration to help farmers in less promising sectors or areas of the country "so that we don't destroy the structure of the industry and risk the dilapidation of land and landscape."

Despite the problems of a volatile climate and distance from markets, Scotland has a comparative advantage in sectors such as beef and sheep, and in malting barley. It also has the good fortune that the

prefix Scottish in front of the words beef, lamb and salmon signifies quality to the consumer. But these advantages are not fully exploited: the Scottish Development Agency has calculated that beef exports could be increased by 2.5m a year if the industry improved its quality control and presentation.

The SNFU is launching a series of initiatives to improve quality. "In the past the farmer

produced what he thought the consumer wanted. Now he is adapting his output to what the market tells him it wants, especially the big supermarkets," says Mr Graham.

The SNFU's initiatives are quality guarantees schemes whereby producers can put a quality label on their produce provided they meet rigorously applied standards on their farms. A pig scheme is up and running; the first products of a farm-assured lamb scheme will come through to the market next August and a beef scheme is to be launched in the next nine months.

However, although the SNFU differs from the NFU in London (of which it is independent) in pursuing this policy rather than focusing on subsidies, Mr Ross, who farms near Stranraer in south-west Scotland, appears more preoccupied with measures to help the weaker members of

the farming community. "The EC's stabilisation policy of reducing support when output rises doesn't work," he says. "The farmer needs income to pay the wages and buy the inputs, and his response to falling support is to produce more."

The SNFU's policy is to campaign for enhanced set-aside arrangements for arable farmers. Scotland already has a disproportionate amount of set-aside in relation to its share of the UK's farming area: nearly 20,000 of the 110,000 hectares that have been set aside in the UK since 1987-88 are in Scotland.

Mr Ross says that set-aside, largely confined to marginal land, should be made more attractive to embrace better land, and topped up with financial incentives to encourage the farmer to turn the unfarmed land to environmentally attractive use - a kind of "countryside premium" so that the cereal farmer comes to see it as an acceptable alternative to farming.

For livestock farmers Mr Ross and the SNFU see the solution in giving farmers financial support for "extensification" - operating smaller flocks or herds on the same acreage. A small government-run pilot scheme is operating on a few farms and the SNFU is urging the Scottish Office to get EC approval for a wider scheme with more generous payments.

"It's an attractive idea for farmers who want to gear their businesses downwards - farmers in their 50s or 60s who don't have the capital to retire on, but can't really afford to go on," says Mr Ross. "It would

also be useful for a farmer who wanted to diversify into a tourist-based activity."

The SNFU argues that, as farming is the principal economic activity in 90 per cent of Scotland, it needs to be kept going in order to support basic rural services - transport, garages, shops, schools etc - which are needed to underpin the seasonal tourist industry to which more and more attention is being given.

Though the TSB's Mr MacRae believes in market solutions where possible, he says there is not a market solution for everything. The salvation for marginal farmers lies in their role as guardians of the environment, he says:

"A subsidy would be paid on the farmer, not on his head of livestock."

As Scottish farmers consider the impact of a breakdown of world trade talks on farm subsidies and other trade issues, Mr Ross is asked whether he thinks Scottish agricultural output will be larger or smaller in a decade's time. "Scottish farmers could hold on and see some of their EC competitors - the very small farmers - go out of business. But the political implications in Germany and France are such that I can't see that happening. The total European food market will not expand and we will lose some of it to countries outside Europe as a result of the world trade talks. So the conclusion is that output will be lower in real terms in a decade."

In other words, despite the initiatives for the stronger sectors, Scottish agriculture is a declining industry.



The Marine Harvest salmon farm on Loch Duich



The new financial centre under construction in Castle Terrace, Edinburgh

### RELOCATION AND INWARD INVESTMENT

## Single-door approach

HUNDREDS OF senior British Petroleum staff and their families who recently moved from London to Glasgow appear to be a glowing advertisement for the benefits of relocating outside the crowded and expensive south-east of England.

A questionnaire found that almost all of them thought Scotland was very much better than they had been expecting - except for the climate.

Sir Robin Duthie of BP said his staff had been impressed by the ease of commuting and Glasgow's wealth of sporting and cultural activities, boosted this year by its role as Europe's cultural capital.

Although an apparent success, the BP story is not typical of relocation trends, because the oil company's motives were as much political as economic. The group's exploration division moved north after horse-trading which followed an outcry in Scotland caused by BP's takeover in 1988 of the Glasgow-based Britoil, the former state-controlled oil company.

More representative of the move of TSB Mortgages from Barnet in north London to Glasgow, creating 300 jobs. Financial companies have been tempted to relocate their "back-office", or data-processing, activities by the combination of Scotland's low rents and a ready supply of well-qualified staff.

The Scottish Development Agency says that a move from London to Glasgow would save a company £2m in rent on an office of 30,000 sq ft. Salary costs are 28 per cent lower and staff turnover rates in Glasgow are only 6 per cent a year, compared with an average of 23 per cent in the south-east and peaks of 35 per cent in London.

Indeed, the whole "quality of life" argument can be over-emphasised, according to Mr Edward Frizzell, director of Locate in Scotland, the inward investment arm of the SDA. He says: "It is one factor in a matrix, but far more important are questions of costs, supplies

and access to markets."

Economic and property factors also explain the differing fortunes of Scottish cities in the relocation stakes. Glasgow has benefited from a ready supply of large, modern offices, but Edinburgh has suffered from the after-effects of a planning policy that until recently blocked such developments.

The revival of the oil industry has seen rents rise and the labour market tighten in the north-east of Scotland, so Aberdeen has scarcely figured in the race.

Mr Frizzell emphasises, how-

**Many functions of the SDA successor will be devolved to local enterprise councils**

ever, that relocation within the UK will always be much less important than attracting investment to Scotland from overseas. He envisages about a dozen relocate cases a year, mainly in the financial sector. That is in line with his agency's involvement last year in a total of 64 projects, bringing planned investment of some £585m and the intended creation of nearly 12,300 jobs.

US companies were responsible for two-thirds of the inward investment in Scotland last year, which is the main reason that Locate in Scotland has four offices in North America, and single offices in London, Brussels, Tokyo, Hong Kong and Seoul.

One source of concern is that both relocation and the inward investment programmes will be affected next year by the SDA's transformation into Scottish Enterprise, which will see many of its functions devolved to local enterprise councils (LECs).

Mr Frizzell says this should not mean any structural change for Locate in Scotland, which will remain a core func-

tion of the new body and has been promised a similar scale of budget under the new system.

The director cites this as one reason that Locate in Scotland has not suffered the same sort of exodus of staff as other parts of the agency, although he concedes only time will tell how the relationship between the core functions of Scottish Enterprise and the LECs will work out.

Locate in Scotland was set up in 1981 to provide a "single door" for prospective investors in Scotland. Previously the situation had been very fragmented, with individual local authorities and new towns competing for investment.

Mr Frizzell is confident that the LECs will recognise the logic in keeping the attraction of investment at the centre, and not be tempted into competing for resources. In any case, individual LECs will be banned from seeking to attract inward investment, as were local authorities, and new towns when Locate in Scotland was established.

"Ministers don't want to revert to fragmentation - the single-door approach has worked," Mr Frizzell says.

The other imponderable on the relocation front is the impact of recession. Obviously, if the pressure of high rents and scarce labour in the south-east starts to abate, so will the impetus for companies to move out.

Some academic research has also suggested that it can take a company up to six years to recoup all the costs of relocation, even in a cheaper environment. It seems likely that companies will be more prepared to take such a long-term view in a period of economic expansion, rather than retrenchment.

Mr Frizzell says: "We are keeping a close eye on the situation, but so far we have seen no reduction in interest."

Andrew Bolger

**IF YOU'RE LOOKING FOR A HIGHLY SKILLED, WELL EDUCATED WORKFORCE, COUNT ON HIM.**



David Brown is our man in London, and he knows all the benefits Scotland has to offer your business. He can show you how a move north of the border can solve any recruitment or skill shortages you may have - and bring significant cost savings into the bargain. In fact, when David gets into his stride we think you'll understand why so many businesses are moving to Scotland.

To arrange a meeting with David phone him at the Scottish Development Agency on 071-839 2117 or write to him at The Scottish Centre, 17 Cockspur Street, London SW1Y 5BL.

**SCOTLAND. LAND OF OPPORTUNITY.**

SCOTTISH DEVELOPMENT AGENCY, HEAD OFFICE, 120 BOTHWELL STREET, GLASGOW G2 7JP. TELEPHONE 041-248 2700.



Scottish  
Development  
Agency

## SCOTLAND 4

## THE ENVIRONMENT

## Call for four national parks

TWELVE MONTHS ago, the planting of conifers in the Caithness and Sutherland peatlands and the rapid spread of fish farming in the lochs and around the coast were the lively environmental topics of the day in Scotland.

There were also worries about the possible extension of skiing in the Cairngorms into a sensitive area called Lurchers Gully and about overgrazing by sheep and red deer as well as fears that Nirex, the nuclear agency, might pick a Scottish site as a national repository for nuclear waste.

But it was the problems with fauna and flora, those that broadly speaking come under the remit of the Nature Conservancy Council in Great Britain with its sites of special scientific interest (SSSIs), which tended to grab the headlines.

These concerns remain. Fish farming, though generally welcomed by the local population in the Highlands and Islands owing to the number of jobs it creates, is frowned upon by the environmentally-conscious because of the unsightly cages and buoys which clutter up and deface some of Scotland's most stunning lochs. There is also the question of the pollution of the seabed because of the chemical feed and the effluent falling through the cages to the bottom of the sea.

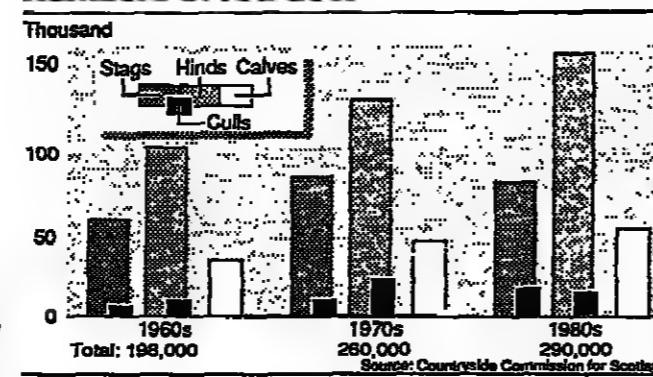
The industry has grown rapidly in the past decade and now produces 15,000 tons of farmed fish, employing hundreds of people. Due to oversupply largely from Norwegian salmon producers, however, growth has slowed. Not so many fish farms are setting up; thus, the alarm bells are not ringing so loudly on this score.

Conifer planting in peatland is also less contentious. The tax concessions which led wealthy people, including TV stars, to indulge in blanket conifer planting in sensitive areas, have been largely removed. The pressure on the 200,000 hectares of peatland in Caithness and Sutherland is correspondingly less. A more balanced forestry regime seems to be taking hold in Scotland.

These questions, however, have tended to be overshadowed in recent months by the publication of the Countryside Commission for Scotland's report called "The Mountain Areas of Scotland."

Just as the NCC is concerned with flora and fauna, and the geology of Scotland, the CCS, broadly speaking, looks after the physical landscape.

## Numbers of red deer



There is an impression that Scotland's land is divided between huge sporting estates, often badly managed for absentee landlords, and small uneconomic tenanted crofts.

These should have administrative systems based either on independent planning boards or joint local authority committees. In other words, the boards which run the parks would have planning control.

The report estimates that it would cost £3m to run the parks a year.

Though these proposals may have shifted the focus of the environmental debate, the underlying issues remain the same.

How do you protect and improve Scotland's rich heritage of landscape, seascape, flora and fauna, consistent with development, not just for the 350,000 people who live in remote Highlands and Islands areas, and will presumably want to go on living there but also for the lowland Scots who want increasingly to take advantage of visiting their heritage? For example, Loch Lomond, an area of outstanding beauty, is close to Glasgow.

Half the land in Britain designated as SSSIs is in Scotland - some 750,000 hectares. The NCC looks after over 70 SSSIs and a number of national nature reserves. Some of these fall within national scenic areas which are the hallmark of the CCS. Some 13 per cent of Scotland is designated as a national scenic area (22 per cent of the Highlands region).

Addressing this central issue of balancing conservation against development embraces a whole host of questions besides whether fish farming should be encouraged to help enhance local economies or whether conifers should be planted eventually to supply sleepers for railways.

Land use in Scotland has a complex background. The Jacobite rising of 1745 began the overthrow of the old social order in parts of the Highlands. New patterns of land holding, the spread of sheep farming, the clearances, emigration and the emergence of the Victorian sporting estate all generated deep emotions which reverberate in some parts of the Highlands to this day.

In a recent, well-publicised case, a section of hill track less than 300 yards long was made by an estate worker with a pick and shovel on a private estate within the Glen Feshie estate track case for example, the CCS was apparently a main protester, while the NCC took the side of the estate.

The NCC is due to be lured off the English and Welsh NCCs in April next year. A year after that in 1992 the NCC and CCS are due to be merged into one body called Scottish Natural Heritage. This streamlining should help clarify the issues, if nothing else.

In the meantime, the CCS is promoting and explaining its view that national parks are the best way forward in the environmental struggle. There was very broad consultation in drawing up the document and extensive discussion since it appeared a few months ago.

Everyone seems to agree that the analysis of the problems is first-class. But some groups have their reservations about the proposed solutions.

The Scottish Landowners Federation has its doubts about national parks because it fears that would lead to the setting up of more government quangos which would spend inordinate amounts on administration. The CCS does not think this would be the case.

Most objections centre on what has become known as the "honeypot" effect. Unlike England, Scotland does not have any national parks.

The honeypot effect argument has it that once you establish an area and call it a park, it immediately draws lots of people in who feel because it is a public place, they can behave as they like. Critics point to the Lake District and Dartmoor which become overrun during some months of the year. Defenders of the national parks say that the Lake District has been spoilt since the M6 opened the area up. Scotland is different and will retain its remoteness.

Yet, as the CBI wryly points out, even with improvements to the roads to England, one of the biggest bottlenecks affecting Scotland is the M25 around London and other parts of the south-east.

Although this problem also affects the road freight from Scotland that will be heading for the Channel Tunnel (opening in 1993) transport experts believe there will be little time saving in road freight from Scotland using the tunnel. The greatest potential is for rail freight where savings of

James Buxton looks at the country's transport infrastructure

## Missing links to Europe

WHEN MR Malcolm Rifkind, the former Scottish Secretary, was told by an interviewer a few weeks ago that Scotland's transport infrastructure was "shambolic," he was dismissive. "What we call traffic jams in Scotland are what they have in England at 1 o'clock in the morning. The idea that we have a poorer level of transport communications in Scotland is something only anyone who has never been south of the border could have."

There is something in what the man who has now become Transport Secretary said. If one drives between the towns of the central belt of Scotland or to Aberdeen or Inverness, one can usually predict to within a few minutes how long the journey will take along mostly uncongested roads, except for the Edinburgh end of the M8 Glasgow-Edinburgh motorway and growing traffic jams in both cities.

After a long period of breakdowns and delays, rail journeys in Scotland are beginning to improve as Scottish Rail introduces its new Class 158 Express diesel multiple unit trains on the main routes.

While the NCC and CCS can persuade, cajole, plead and threaten landowners within their specific areas, standing behind them are the regional and district councils which in most cases have planning control over land use.

Beyond all this is an obscure law of trespass, which makes the whole question of access complex. Scotland's law of trespass provides no penalty for the simple act of trespass itself. Damage or nuisance must first be proved and repeated trespass by the same person or persons can only be prevented by the owner or occupier applying to the courts for an interdict.

With this confusing mosaic, it is hardly surprising that it is difficult to discern who is on whose side. In the Glen Feshie estate track case for example, the CCS was apparently a main protester, while the NCC took the side of the estate.

The NCC is due to be lured off the English and Welsh NCCs in April next year. A year after that in 1992 the NCC and CCS are due to be merged into one body called Scottish Natural Heritage. This streamlining should help clarify the issues, if nothing else.

In the meantime, the CCS is promoting and explaining its view that national parks are the best way forward in the environmental struggle. There was very broad consultation in drawing up the document and extensive discussion since it appeared a few months ago.

Everyone seems to agree that the analysis of the problems is first-class. But some groups have their reservations about the proposed solutions.

The Scottish Landowners Federation has its doubts about national parks because it fears that would lead to the setting up of more government quangos which would spend inordinate amounts on administration. The CCS does not think this would be the case.

Most objections centre on what has become known as the "honeypot" effect. Unlike England, Scotland does not have any national parks.

The honeypot effect argument has it that once you establish an area and call it a park, it immediately draws lots of people in who feel because it is a public place, they can behave as they like. Critics point to the Lake District and Dartmoor which become overrun during some months of the year. Defenders of the national parks say that the Lake District has been spoilt since the M6 opened the area up. Scotland is different and will retain its remoteness.

Yet, as the CBI wryly points out, even with improvements to the roads to England, one of the biggest bottlenecks affecting Scotland is the M25 around London and other parts of the south-east.

Although this problem also affects the road freight from Scotland that will be heading for the Channel Tunnel (opening in 1993) transport experts believe there will be little time saving in road freight from Scotland using the tunnel. The greatest potential is for rail freight where savings of



(Above) The ferry between Kyle of Lochalsh and the Isle of Skye — one day they may be linked by a toll bridge; (below) the empty passenger terminal at Prestwick Airport

The study concluded that rail would capture some of the roll-on-roll-off traffic from Scotland currently using the ports of Dover, Felixstowe and Harwich. British Rail has said it will operate daily freight services from Strathclyde which would form larger trains at Crewe and proceed to the continent via the tunnel. But it has yet to announce a site for its terminal in Strathclyde.

"They seem to be leaving it rather late," says Mr James Young of the CBI in Glasgow.

Passenger services to the continent from Scotland via the tunnel are thought likely to have little impact. But they will benefit from the electrification of the Edinburgh-Kings Cross route which is due for completion next May, while train services on the already electrified west coast route to Glasgow are to be speeded up later in the decade.

This year Scotland made a small but significant break with the conservatism of its past when the government ended the monopoly on transatlantic flights from Scotland held by Prestwick airport, inconveniently located 35 miles south-west of Glasgow. It was forced by legal challenges and the pressure of economic logic to scrap the rules that reserved Prestwick for the tiny number of services still using it.

Unfortunately the decision, resisted almost to the last apparently for party political reasons by Mr Rifkind (a distorting act amounting to economic Luddism by a future transport secretary) came too late to enable many airlines to exploit it this year. But there are now about 15 scheduled flights a week to the US from Glasgow, of which the jewel in the crown is American Airlines' daily service to Chicago.

Although British Airways' thrice-weekly service to New York, which began only in August, has been cut to twice a week for the winter, there are hopes that more services will get under way next year. BAA, which owns the airport, envisages it becoming a hub for passengers from other parts of the UK, but the excessively long preservation of Prestwick's monopoly has allowed Manchester to build up a substantial advantage in this field.

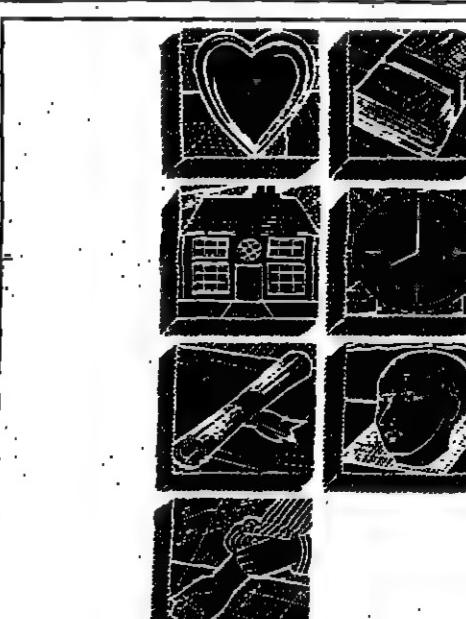
Prestwick, meanwhile, has lost most of its charter services but still has a future as a freight-handling terminal for Scotland and an entrepot for the rest of Britain and for the continent.

The more pressing problem is that of developing more services between Scotland and the continent. Here the difficulty is that the Scottish travel market in the central belt is relatively small with an annual turnover of less than £1 billion and is divided between two airports, Glasgow and Edinburgh, less than an hour's drive apart. Repeated attempts to launch an indigenous Scottish airline to serve routes such as Glasgow and Edin-

burgh to Brussels, Frankfurt, Geneva, Milan and Copenhagen have founded, the most recent example being the collapse of Scottish European Airways earlier this year, despite government grants and investment by the SDA.

However, continental airlines are steadily increasing their flights into service. For example, Sabena of Belgium is

increasing its daily services from Edinburgh and Glasgow to Brussels from one to two in the new year. Mr Colin Smith of the SDA is trying to encourage more airlines to operate services in and out of Scotland. "With smaller jets coming into service the wisdom of running region-to-region services is becoming more obvious," says Mr Smith.



What more could you possibly put into building your business?

To develop an already successful business, you may need extra finance - for a larger factory, more equipment or market and product development.

If your resources just aren't quite enough, that's where we come in.

We have finance available for viable projects in all areas of business, and are always on hand to advise on any business problem.

We have already helped over 3,000 businesses, so if you want to develop yours, call us today on 041 221 3372.

It could be the most profitable business contact you've ever made.

BRITISH STEEL INDUSTRY LIMITED, 41, OSWALD STREET, GLASGOW G1 1PA.

Department of Marketing  
University of Strathclyde

The largest concentration of expertise in the European University System and the largest number of students of marketing.

42 Academic Staff, 200 registered postgraduate students  
Research Portfolio valued at £2m.

## TWO MAJOR TAUGHT MASTERS DEGREES

MSc in International Marketing

MSc in Marketing

For further information please phone Christine Graham on 041 552 4400  
Ext 238 or Fax 041 552 2802.

**60 Acre  
DEVELOPMENT SITE FOR SALE**

# Glasgow

- Strategic Location only 3 miles from the city centre
- Adjacent to M8 and M80
- Suited to a range of applications, including:  
Distribution Warehousing;  
Flexible Building use, or Industrial Development,  
subject to planning approvals.

Further details from sole selling agents

**CONRAD RITBLAT & CO**  
Consultant Surveyors & Valuers  
78 St Vincent St, Glasgow, G2 5TX  
Fax 041 221 7558 041 226 3971

**IF YOUR BOTTOM'S ON THE LINE, READ THE LINE ON THE BOTTOM.**

WE HAVE SAVED OVER 750 TOP BOTTOMS BY HELPING THE OWNERS RELOCATE THEIR COMPANIES HERE. IF YOU'D LIKE TO SAVE YOUR'S, GET IT IN GEAR AND CONTACT US NOW.

EAST KILBRIDE OUR BOTTOM LINE IS SUCCESS.

JOYCO LTD

Stewart Dalby on the recovery of the offshore oil industry

## Granite city: buoyant again



A liquid petroleum gas carrier under construction at the Kvaerner Govan shipyard, Glasgow

THE MEN in 10-gallon hats with large cigars are no longer so much in evidence, but Aberdeen, often dubbed Britain's oil capital, once more has the bustle of a humming town.

To be sure, the oil price recovery has led to a less raucous mini-boom than in the pioneering days of the early 1970s. But the bars and restaurants in the so-called granite city are again bursting with life, there are traffic jams in the streets and house prices are rising sharply.

As one taxi driver said: "In the middle of the collapse in 1986 you could tell how bad things were. There were hardly any cars on the roads. It was noticeable."

The renewed buoyancy in the parts of Scotland associated with the oil industry is not just a matter of a volatile price because of Iraq's takeover of Kuwait, although that is a factor.

It is partly because the oil price has gradually recovered since 1986 when the *de facto* disintegration of the Organisation of Petroleum Exporting Countries (Opec) price cartel began to take effect.

However, price is less important to the British oil industry than it was. The pattern of North Sea exploration and development has altered dramatically over the past few years. An extensive infrastructure of pipelines, processing facilities and other improved transport forms for gas and oil is now in place.

New exploration effort can now involve incremental searches close to existing infra-

structure. This means that a find of 5m to 10m barrels is often an economically viable discovery size.

In the 1970s and early 1980s exploration was usually targeted at finds of 200m barrels or more, to justify high development costs in virgin territory.

Exploration is thus no longer dependent on a high price per barrel. What happened in the mid-1980s was that when oil prices slumped there was a collective loss of confidence and the major oil concerns stopped exploration. This is the easiest part of any oil company's operation to bring to a halt, much easier than extraction or distribution.

Gauging the importance of oil to Scotland in gross domestic product terms is not as simple as it appears because, of course, not all North Sea oil is from Scotland, nor are all known reserves offshore.

Mackay Consultants, a leading oil forecaster based in Inverness, estimates that Britain's oil industry amounts to 2.2bn in GDP terms or 2.1 per cent of Britain's GDP of \$284.5bn. Britain, with 3.8bn barrels of proven reserves, accounts for only 3 per cent of the world's known reserves.

There are 44 fields producing or in advanced development offshore at the moment, with a further 11 onshore. This excludes 26 gas fields which themselves account for 0.5 per cent of known reserves.

Scotland's GDP is only \$22.5bn, so the oil industry would seem to loom large in Scotland's economy. In GDP terms,

UK CONTINENTAL SHELF: OFFSHORE EXPENDITURE (£m)				
	1989	1990	1991	1992
<b>EXPLORATION</b>				
Surveying	151	152	183	172
Drilling	302	304	328	344
Well costs	649	687	757	757
Total	1,102	1,143	1,246	1,275
<b>CAPITAL EXPENDITURE</b>				
Production platforms	243	480	607	588
Installation operations	70	175	284	382
Plant and equipment	598	830	1,202	968
Submarine pipelines	335	368	234	187
Development drilling	294	271	258	290
Terminals	44	159	121	0
Subsea installations	66	191	210	127
Abandonment	8	4	4	0
Total	1,633	2,438	2,920	2,352
<b>OPERATING EXPENDITURE</b>				
Maintenance	569	577	585	608
Transport	364	368	376	384
Divine services	430	445	456	519
Drilling services	440	408	387	435
Personnel support	102	98	99	113
Total	1,905	1,882	1,903	2,004
<b>GRAND TOTAL</b>	<b>4,865</b>	<b>5,473</b>	<b>6,069</b>	<b>5,548</b>

Source: Scottish Development Agency forecasts 1989-93

terms, however, the figures are not a particularly good guide because the \$2.3bn figure is for all of Britain.

But in employment terms, it is difficult to overstate the importance of the industry to Scotland or at least the Grampian region around Aberdeen. Of the 100,000 employed in the industry, some 30,000 are off-

shore. Estimates by various agencies put the total of directly oil-related employment in Scotland at around 75,000 jobs in over 2,000 organisations. About 80 per cent of these jobs are in the Grampian region.

Oil-related activity accounts for around 20 per cent of total employment in the Grampian region. As a result of the current buoyancy of the sector,

the unemployment rate in Aberdeen is the lowest in Scotland at 3.2 per cent.

Between 1986-88 some 15,000 jobs were lost in and around Aberdeen because of the oil price slump.

Because today it is a different, more mature industry the current recovery in the oil price means these not only that these job losses have been made good but also in the future the importance of the oil sector will be significant for Scotland in a number of ways.

Mackay Consultants forecast that on an average price of over \$30 a barrel there would be three good years when production would be 2.3m barrels a day in 1991, 2.4m b/d in 1992 and a similar peak of 2.4m b/d in 1993 after which the rundown begins to 2011 when on current known reserves and extraction rates the oil theoretically runs out.

The past two years' production at 1.85m b/d in 1988 and 1.83m b/d in 1990 have been below expectations. This is mainly because of technical breakdowns as offshore installations age, and partly because of industrial action in protest against safety arrangements and union rights.

The publication on November 12 of Lord Cullen's report of the findings of the public inquiry into the Piper Alpha disaster will have far-reaching

implications for the industry. The report was a damning indictment of the offshore safety regime.

It put forward a whole raft of recommendations to improve safety, not least that a newly created division of the Health and Safety Executive be set up and have a staff from the Department of Energy.

Implementing a new overriding safety regime will be costly. Mackay Consultants estimates its forecasts for 1991, 1992 and 1993 should be lowered by 10 per cent because of what Cullen has urged.

It seems unlikely, for one reason and another, that production will again rival the peak of 1985. Most of the big reserves are deemed to have been found.

Yet, at the same time, the oil is not going to run out in 2011. New recovery techniques for existing fields and the continual lowering of the economic threshold for new fields mean there will be an extractive industry well beyond them.

Moreover, as Mr Angus Nicholson, an economist with Mackay Consultants, points out, the industry is in a whole new ball game the second time around. He feels that there are now extensive linkages to other parts of the Scottish economy which did not exist in the early days.

He refers not just to backward linkages into supply and services but also forward linkages into the petrochemical industry in Scotland. He mentions the Shell/Esso Mossmorran complex and BP's Kinnel/Grangemouth facilities. Both are dependent on North Sea production for their raw material input and both are being expanded.

It is in the backward linkage into supply and services that the opportunities still exist which are thought not to have been taken.

Mr Ian Wood, chairman of the Wood group, says: "We have a turnover of around \$120m which makes us, I think, the largest UK oil service company. But the big American players have turnovers in the billions."

Mr Wood feels that not enough was done in the early days to encourage British companies to develop a supply and

services sector which would be a powerful foreign exchange earner.

Partly it is the old story, Mr Wood feels, of the oil money being used for balance of payments purposes and not being ploughed back to develop related industries which could exist without the North Sea.

The government's Offshore Supplies Office (OSO) has monitored the UK content of the North Sea oil and gas market, ie the share of total expenditure which has gone directly to UK-owned companies. The OSO says that in 1989 the total UK share was 80 per cent. Mackay Consultants disputes this, saying if the subsidiaries of foreign oil service firms are stripped out, then the percentage drops to 51 per cent.

It has been estimated by the oil and gas division of the Scottish Development Agency that progress has been made in developing services. An oil technology park has been set up in Aberdeen. It will help to develop the industrial infrastructure if the new safety executive recommended by Cullen were to be permanently based in Aberdeen.

The SDA has a large number of projects and schemes to help the service sector grow. Its business development projects include strategic planning, management training and joint market studies. There are also export market studies, product studies and provision of market intelligence. Two studies already drawn up are opportunities in the Soviet oil industry, an area where none existed for foreign concerns before, and openings in Asia. Mr Dingwall says the companies are around and growing but it takes time.

### Revival in the fortunes of Scotch whisky



Chris Greig of Invergordon Distillers

able to rise.

According to Scotch Whisky Association figures, exports of Scotch whisky were just under £1.5bn in 1989. In 1986 they were only £1bn, so there was a rise of one third in value in just three years.

In volume terms, however, the levels barely moved. In 1986 23.6m litres of pure alcohol (pda) were exported and in 1989 some 24.2m litres were sold abroad. Around 85 per cent of all Scotch whisky is exported abroad.

A better year-by-year picture of volume sales is obtained by looking at exports rather than production since the warehousing element can include figures for whisky in

store for up to 10 years. Of total production, something over 30 per cent is blended whisky. This where up to 40 different malt whiskies are blended with one or more grain whiskies. Malt whisky is the separate and distinctive product of the 130-odd individual distilleries in Scotland. When sold unblended, they are known as single malts.

Guinness, through its ownership of United Distillers, has 32 malt whisky distilleries. But it is under no illusion that it has been the success of blended whisky which has been behind its growth in recent years.

The 1989 Guinness annual report has a chapter entitled

"Guinness clearly sees an important part of its revival as the marketing of well-known brands of Scotch."

But Dr Chris Greig, managing director of Invergordon Distillers, is pursuing a different line. Invergordon has four malt whiskies and MacKinlay, but the latter is not a household name as scotch whiskies go. But the lion's share of its business comes from supplying blended whisky for own brands in supermarkets and other stores.

Dr Greig reckons that his company has done well as drinking habits have changed — people now buy whisky in supermarkets under own brand names whereas once whisky was mostly bought in public houses.

Not only blended whiskies have flourished in the 1980s. Malt whiskies have become a successful niche product.

They are sold on cachet, status, and pedigree almost like fine wines, albeit on a smaller scale. Malts account for just over 7 per cent of the Scotch Whisky market by value but only 4 per cent by volume.

It was not until the takeover of Distillers that Guinness really began to promote its malts. Yet United Distillers cannot claim full credit for the revival in the malts market. The promotion of malts was almost counter-cyclical according to Mr Neil McFerron, managing director of Macdonald and Muir, which makes the Glenmorangie malt whiskies.

In the 1970s companies like his, and the bigger William Grant, which makes Glenfiddich, began to promote malts as prestige, quality drinks. This was before it became fashionable to brand market blended whiskies. Through labelling, and emphasis on vintage and pedigree these companies carved niche markets, in clubs, in hotels, in country houses and so on.

Glenmorangie is now marketing 10-year-old and 18-year-old malts. The company has expanded rapidly. Turnover last year was \$20m compared with \$13m a decade ago.

As an industry Scotch whisky does not employ a great number of people, probably around 15,000. However in small, isolated communities, where a malt distillery employs say about a dozen people, it can be a significant force in the local economy.

Whether making it or drinking it, however, Scotch is important to Scotland. As Compton Mackenzie said in his classic novel *Whisky Galore* about wartime bootlegging in the Scottish islands: "Beer does not taste like itself unless it is chasing a dram of whisky down the gullet, preferably two drams."

Stewart Dalby

IS THIS HOW YOU FEEL IN YOUR CURRENT BUSINESS LOCATION?

If, like most business people, you measure success in terms of expansion as well as profit, you could well profit by locating in Central Region. Why? Because we specialise in helping businesses grow. Whether you're a young company or already established, we can give you a wealth of advice on relocating, plant investment, training and market development; everything, in short, you'll need to know if you feel you've outgrown your current business location. All you have to do is ask. Ring David Moffat now at the Industrial Development Department on 0786 73111 for some of the most fitting business advice you'll ever get.

Central Region

THE HEART OF SCOTTISH BUSINESS. Central Regional Council, Industrial Development Department, Scotland. Fax 0786 73111.

# WHAT DO A GIANT SWEDER, AN EXCLUSIVE CLUB AND A LOCAL DISH HAVE IN COMMON?

THEY'RE ALL FLOURISHING IN IRVINE.

VOLVO ASSEMBLE SOME OF BRITAIN'S MOST POPULAR TRUCKS HERE. WILSON SPORTING GOODS PRODUCE AROUND 750,000 OF THE MOST ADVANCED GOLF CLUBS IN THE WORLD IN IRVINE, AND EXPORT THEM AS FAR AWAY AS JAPAN. SMITHKLINE BEECHAM

ANTIBIOTIC FERMENTATION PLANTS HERE, PRODUCING PENICILLIN (WHICH WAS

DISCOVERED BY A LOCAL LAD, ALEXANDER FLEMING) FOR USE IN THEIR PHARMACEUTICAL FIRMANESSES ALL OVER THE GLOBE.

THEY ALL BENEFIT FROM A HIGHLY SKILLED AND LOYAL WORKFORCE, SUPERB FACTORY AND OFFICE SPACE. EXCELLENT

COMMUNICATIONS, INCLUDING TWO MAJOR INTERNATIONAL AIRPORTS WITHIN 30 MINUTES DRIVE, AND A QUALITY OF LIFE WHICH IS HARD TO BEAT.

SO, IF YOU'D LIKE TO MAKE THE RIGHT CONNECTION, CALL US NOW OR FILL IN THE COUPON BELOW AND RETURN IT TO US.

**VOLVO**      **Wilson**      **SB**  
QUALITY IS OUR LIFE AND WORK      SmithKline Beecham

I'D LIKE MORE INFORMATION ON EXPANSION IN IRVINE, PLEASE:  
 TELEPHONE ME TO ARRANGE A VISIT  
 SEND ME DETAILS OF:  
 FACTORY UNITS     OFFICE UNITS  
UNIT SIZE REQUIRED IS \_\_\_\_\_ SQ FT

SEAL TO URIS THOMSON - COMMERCIAL DIRECTOR - IRVINE DEVELOPMENT CORPORATION - PRESTON HOUSE - IRVINE B71 4JL  
ALTERNATIVE DIAL 01246 442211 OR FAX 01246 211457

**Irvine**  
SCOTLAND

## SCOTLAND 6

## ELECTRICITY PRIVATISATION

## Two key companies impress analysts

ONE OF the striking things that has happened in Scotland in the past year has been the sudden emergence of Scottish Power and Scottish Hydro-Electric, the two Scottish electricity companies that are set to be privatised next year.

When trading in electricity in Britain came into effect last April, the two companies immediately established a substantial market - which had formerly not been much exploited - for their power south of the border. They also discovered a market for their skills in a number of power station projects in England.

Financial analysts who have come north to look at the two companies ahead of privatisation have generally returned impressed. Privatisation will also add two substantial companies to the slender ranks of Scottish quoted companies.

The emergence of Scottish Power (formerly the South of Scotland Electricity Board) and Scottish Hydro-Electric (formerly the North of Scotland Hydro-Electric Board) has also caused pain for some of those involved. It has brought to light a curious backwater of the British electricity industry which, like most backwaters, contained both luxuriant growths and stagnant water.

Scotland's electricity industry developed separately from that of England and Wales. There were two vertically inte-

grated boards instead of the English structure of one generating board and several distribution boards. The SSEB, supplying about three-quarters of the Scottish population, called most of the shots through a joint generating agreement under which the plants of the

A backwater of luxuriant growths and stagnant water

two boards operated under a single merit order.

A striking feature of the old arrangement was the relentless drive, spearheaded by the SSEB, to build new power stations: Scotland currently has about 4,000MW of spare capacity compared with peak demand of about 8,000MW. The nuclear plants of the SSEB, including the recently completed Torness advanced gas cooled reactor station, could

theoretically meet about half of Scotland's electricity needs.

What was surprising about this vast public investment in extra capacity was that the inter-connecting powerlines with England were able to export only 650MW of this power; except during exceptional periods such as the miners' strike of 1984-85, only a small part of this transmission capacity was actually used.

To prepare the Scottish electricity industry for privatisation the joint generating agreement was ended and the two boards became separate, which meant that Scottish Hydro-Electric gained equal status with Scottish Power. The nuclear stations were put into a new state-owned company, Scottish Nuclear (which is contracted to sell all its output to Scottish Power and Hydro-Electric).

Though large-scale changes have been slower to get underway at Scottish Power, partly because the company is much bigger and partly because of the changes raining down on it,

Hydro-Electric was quick to exploit its new freedom. A number of scheduled and early retirements enabled it to install a new management team, with several key people drawn from the private sector, including Mr Roger Young, the new chief executive. Some believe the change of culture at Hydro-Electric has been one of the most impressive in the British electricity industry.

Hydro-Electric moved fast and signed deals to supply all the UK power needs of BOC, as well as Wiggins Teape and British Gypsum, although it lost a small number of large customers in its own area. It became involved in a scheme to design and build a new gas-fired power station on Teesside which would supply British Steel and BOC.

Though large-scale changes have been slower to get underway at Scottish Power, partly because the company is much bigger and partly because of the changes raining down on it,



Torness advanced gas cooled nuclear power station

last-minute divorce from Scottish Nuclear, the Glasgow-based concern has also done well in volume terms on cross-border exports - it won Guinness as a customer, among others - and was chosen to join a promising consortium with London Underground to build two small power stations in London.

Now Scottish Power is formally setting up profit-oriented business centres within its organisation, a step which Hydro-Electric embarked on earlier.

To the investors' attractions of both companies include their well-balanced mix of generating capacity, ranging

Energy Authority's Chapel Cross station)

Scottish Power is finalising plans to increase the interconnector's capacity to 1600MW by laying a new set of transmission lines, with the National Grid Company doing the same on the other side of the border and if necessary strengthening other transmission lines in England.

But the project, which would cost about £100m, first needs to pass through the planning process and then will need approval from both the Scottish companies. Dr Ian Preston, chief executive of Scottish Power, stresses that this will be a strictly commercial decision; in the past it might have been a political decision (though not one which the politicians ever took).

Currently the two companies are discussing the debt write-offs which the Scottish Office might make in the presence of people who really understand electricity, which is quite rare in some companies these days', says one analyst.

But the two companies face the problem that their home market, offers only sluggish growth, especially in relation to their capacity, and the interconnector is too small. Of its 650MW total capacity, only 550MW is available to the two Scottish utilities, with Scottish Power entitled to 350MW and Hydro-Electric 300MW (the rest is taken by the UK Atomic

ability, that of Scottish Power with its mix of engineering expertise and business acumen. "At Scottish Power you feel you're in the presence of people who really understand electricity, which is quite rare in some companies these days', says one analyst.

But the two companies face the problem that their home market, offers only sluggish growth, especially in relation to their capacity, and the interconnector is too small. Of its 650MW total capacity, only 550MW is available to the two Scottish utilities, with Scottish Power entitled to 350MW and Hydro-Electric 300MW (the rest is taken by the UK Atomic

Jeanne Burton

THE STEEL industry seems, bit by bit, to be disappearing from Scotland, although no-one is prepared to admit officially that it is being wound up.

British Steel said last spring that the hot strip mill at its Ravenscraig complex at Motherwell is to close next April with a loss of nearly 800 jobs.

More recently, it was learnt that the Clydesdale tube works at Bellshill would shut, making 1,200 people redundant.

Few people hold out much hope that British Steel will keep open for long the Dalzell works, the plate mill at the

reducing the writing on the wall.

Yet interest groups, ranging from Mr Malcolm Rifkind, the former Scottish Secretary, to national politicians of all persuasions, to district and regional councils, private sector lobby groups such as the Scottish Council (Development and Industry), not least to the workforce themselves and the Scottish Trades Union Council, seem to have been reluctant to read the writing on the wall.

They have preferred to believe that steel as an industry will be cossed and protected by guarantees and undertakings given or thought to have been given by British Steel on privatisation.

That is understandable because, apart from the dedicated workforces amounting to 5,000 employed directly, some 10,000 people are thought to derive their jobs indirectly from steel. Scotland has suffered particularly badly from the rundown of other heavy

industries such as coal and shipbuilding.

It is cold comfort that in English towns such as Scunthorpe, Consett and Shotton, where steel has continued in a much reduced form or virtually disappeared, new industries have been attracted to supply jobs.

The belief that steel can survive in one form or another on a big scale in Scotland has persisted in the face of some compelling commercial logic which says otherwise.

This month a House of Commons select committee is examining the proposed closures at Clydesdale and Ravenscraig.

The Scottish Development

Agency and the Motherwell District Council have been looking at schemes to keep the steel industry alive.

Only recently has Lanarkshire, where most of the steelworks are located, been thinking up plans for a post-steel era through the Lanarkshire Development Agency.

These plans will presumably be taken over by Scottish Enterprise - to be formed out of a merger of the Scottish Development Agency and the Training Agency - through its local enterprise council.

Those who would argue against closure appear on least solid ground with Clydesdale.

The world market for seamless tube has considerable

overcapacity, partly because of heavy Japanese investment in the early 1980s.

Hoped that a product of this kind would find a home in an expanding oil industry proved short-lived. Prices have been under pressure.

Clydesdale, a relatively small plant with old technology and high costs, seems poorly positioned to face adverse market conditions. The STUC has said the plant could

be kept going with a modest investment of £12m to £15m.

British Steel, which says it would require much more than this, has been looking for a European partner to keep the plant going, but these plans seem to have come to nothing.

It appears that the heart of the complex is doomed, but British Steel seems likely to keep open the related Imperial Works which finishes the tubes. That will be supplied by

tubes brought from European producers.

The outlook for the plate mill at Dalzell also looks grim. A decision is to be made in the next few months. British Steel's own review, apparently, favours a new mill on Teeside, and that with Dalzell and the plate mill at Scunthorpe should be closed. The cost of the new investment would be between £300m and £400m.

British Steel would ideally like to find a foreign partner to help shoulder the cost.

The Ravenscraig position is complicated as British Steel said, or appeared to say, at the time of privatisation that Ravenscraig could be sold if a suitable buyer could be found.

It was not clear, however, whether it would be for sale with or without the strip mill. The decision to close the Ravenscraig strip mill is designed to counter the original misalignment of British Steel's three strip mills. The company is investing in the other two mills in south Wales. Closing Ravenscraig will enable the mills in south Wales to operate at fuller capacity.

periphery.

The devolution of development and training activities to local level corresponds with one clear trend in the Highlands: the failure of large-scale imported industries to survive and prosper in the long term, apart from businesses tied to North Sea oil.

The running down of the atomic energy plant at Dounreay has cast a pall of gloom over Caithness. For Sir Robert admits that Highlands and Islands Enterprise will not be able to find an employer of the same scale.

The siting of an aluminium plant at Invergordon in Easter Ross and a paper mill at Corpach, near Fort William - both of which closed with large job losses - are now seen as part of a discredited policy of trying to foster "growth points".

Creation of the LECs fits in with an increasing emphasis on encouraging local entrepreneurial activity - particularly in tourism, which remains a mainstay of the regional economy.

Doubts persist as to whether the LECs will be big enough to have much impact on the broader educational and cultural environment in which training and development is carried out.

Sir Robert complains that

although the Highlands and Islands produces more graduates per head of population than any other part of Scotland, most still see their careers as being in the professions or as salaried employees of a large organisation. Perhaps only when more local graduates are prepared to return home and start up businesses, employing others, will economic renaissance reach all parts of the region.

Andrew Bolger

Eilean Donan Castle on Loch Duich at Dornie

## THE HIGHLANDS

## A renaissance in parts

The region has undoubtedly seen considerable advances since the HIBD was established 10 years ago. The population is at its highest level for 50 years and unemployment is below the Scottish average.

Improved roads have also attracted shoppers from all over the region; visitors come on day-trips from as far afield as Orkney to shop in branches of the big national retail chains.

Sir Robert says that when Marks and Spencer first came to Inverness, the group underestimated demand because it relied on its previous experience of catchment areas. Not only did the town grow much further away than expected, but when they got to the store they spent a lot more, as most were stocking up for at least a month at a time.

The obvious prosperity of Inverness can pose problems. Sir Robert says: "Visiting ministers look round, see a bustling town and wonder why the Highlands are getting all this aid. We have to stress this is not typical."

Inverness is certainly not typical of the region as a whole. On the poorer periphery, crofters and hill farmers worry that cuts in EC agricultural spending may threaten the compensatory allowances which make it economic for them to keep sheep and cattle. Fishing communities are also likely to suffer from any cuts in quotas which Brussels may impose to red fish stocks.

Even success stories such as salmon farming have faltered. Prices have never fully recovered after dipping by the Norwegians and there have also been scares about the chemicals used to rid farmed salmon of sea lice.

The trouble is that the impact of adverse changes in farming and fishing will be concentrated on the poorer, outlying areas of the Highlands - the areas where the HIBD already spends the bulk of its resources.

provided from Inverness.

In the rest of Scotland it is envisaged that 80 per cent of the current activities and spending of the Scottish Development Agency and the Training Agency will be routed through LECs.

Sir Robert has said he expects that about a third of the HIBD's staff will be retained for central core activities, a third will be devolved to the LECs and the remaining third will "float" between Inverness and the individual LECs, to close any gap between centre and

## FINANCIAL TIMES RELATED SURVEYS

Scottish Tourism	May 21, 1990
Wales	September 17
Northern Ireland	September 28
Property in Scotland	October 5
Ireland	December 18*
Scottish Financial Services	March 1991
Relocation	April

\*Provisional date  
031-220-1199

EDITORIAL INFORMATION: contact DAVID DODD WELL 071-873-4090

**EUROPE'S CITY**

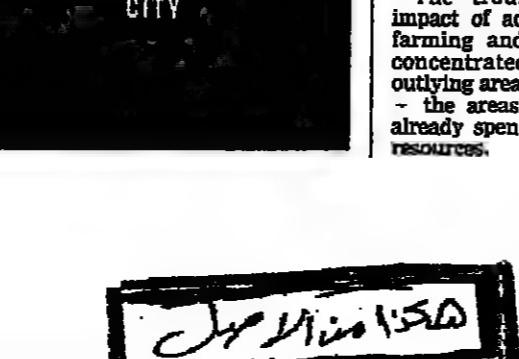
**MOST**

**GLASGOW.** Why didn't you think of it before? This is the city rapidly establishing itself as one of Europe's prime relocation and expansion choices. Here, you'll discover the offices you're looking for at reasonable cost. You'll find the finest local recruitment market in the UK - without turnover problems. The quality of life for your relocated executives couldn't be better than in 1990's European City of Culture. We can offer packages of financial and training assistance to rival anything in the UK. And we have the country's most comprehensive domestic air transport service, with London only an hour away (30 flights a day) and now direct flights to North America as well as other European business centres such as Paris, Amsterdam and Brussels. To effectively meet the needs of your relocation or expansion project, we need to talk to you. Contact David Macdonald, Director of Glasgow Action on 041-204 0077. Do it now. Seize the element of surprise.

**Glasgow Action**

**CITY**

**SURPRISING**



now they save our leading industrial state  
SECTION 1  
need for care  
fuel. But indu  
widely in the  
skill of their  
challenge, wr  
ALONG OVER 1000  
years of history, the  
people of Scotland  
have shown  
independence  
and strength.  
In fact, Scotland  
is a nation of  
inventors and  
entrepreneurs.  
The first  
of these  
was the  
invention  
of the  
steam  
engine  
by James  
Watt.  
Today,  
Scotland  
continues  
to be a  
leader in  
innovation  
and  
discovery.  
The  
country  
is home  
to  
many  
of the  
world's  
leading  
companies  
in  
fields  
such  
as  
automot  
electronics  
pharmace  
and  
aerospace.  
Scotland  
is also  
known  
for  
its  
rich  
natural  
resources  
and  
beautiful  
scenery,  
making  
it a  
popular  
tourist  
destination.  
The  
country  
is  
also  
a  
major  
producer  
of  
agricult  
products  
like  
wheat  
and  
sheep.  
Overall,  
Scotland  
is a  
thriving  
and  
dynamic  
region  
with  
a  
bright  
future  
ahead.  
THE B  
The new  
distributor.  
You qualify  
for a free  
catalogue  
from Schum  
Schum

JOHN MINTON

How they 'save it' in  
your leading  
industrial states, Page 2

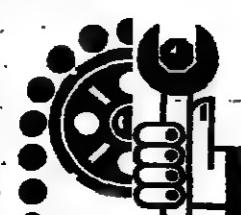
FINANCIAL TIMES SURVEY

# ENERGY EFFICIENCY

Friday December 14 1990

Recession and apathy  
hit UK suppliers  
and consultants, Page 4

## SECTION IV



The perils in the Gulf have combined with environmentalist fears to intensify awareness of the need for careful use of the world's fuel. But industrial countries vary widely in the determination and skill of their response to this challenge, writes David Thomas

## The issues are global

HANGING over the world are two threats causing a renewed interest in energy efficiency. The prospect of war in the Gulf is the most immediate. More long-term, though, its own way equally serious, is the possibility of global warming.

The rapid doubling of oil prices after Iraq's invasion of Kuwait this year is once more focusing the attention of governments in the industrialised world on their energy bills. Politicians are trying to educate voters fresh in the realities of world energy stocks, the great bulk of it internationally traded oil comes from the politically unstable Middle East. Plans drawn up for conserving energy at the time of previous oil shocks are being dusted down again in ministries throughout the world.

The consensus reached this year among the scientific community about global warming is reinforcing this concern. Many options are theoretically available for cutting emissions of carbon dioxide, the main greenhouse gas. But most would involve extremely expensive programmes to switch away from fossil fuel burning, the foundation of almost all industrialised economies.

Of the various strategies identified for combatting global warming, a rapid increase in the efficiency with which energy is used would be by far the most cost effective and quickest to implement. That is why almost all the reports issued this year on global warming agree on at least one thing: a large energy conservation programme should be the first response to the world community to the greenhouse threat.

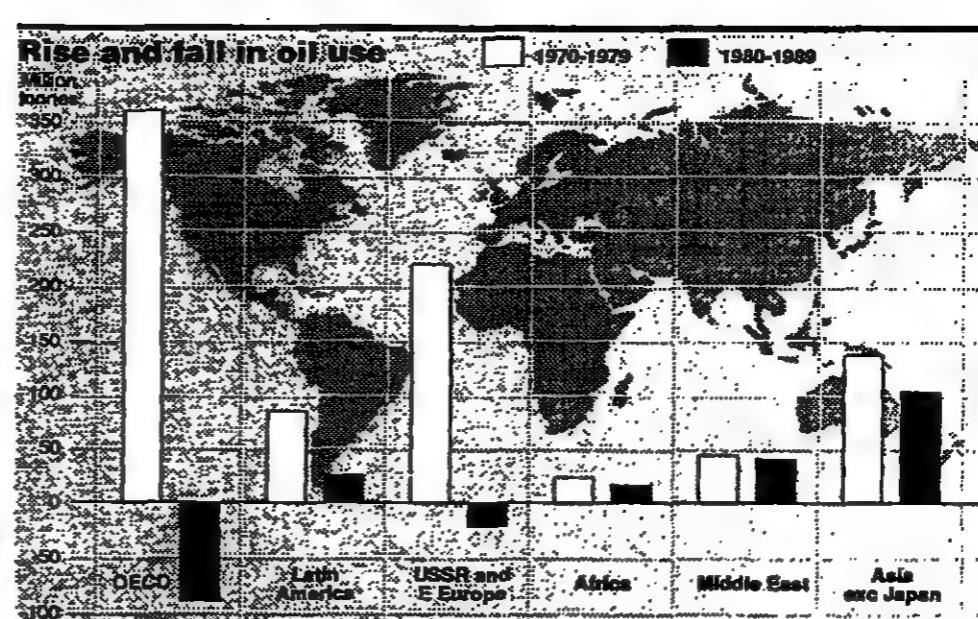
Meanwhile, most countries have introduced short-term measures to cut energy consumption in the wake of spiralling oil prices. The measures differ in detail depending on the precise circumstances facing each country in its use of energy.

In Japan, the powerful Ministry of International Trade and Industry has swung into action, distributing posters with such homely slogans as "turn your lights off when you leave your home" and "make sure your heater isn't set too high".

However, while Japanese industry seems set to renew its drive to conserve energy, the Japanese people may not respond as readily to such exhortations as they did after



As an Iraqi soldier takes aim in Baghdad, the drivers of London traffic, (right) like energy consumers around the world, are worried about the effect on petrol prices



The UK government remains opposed to huge state handouts

Actions for Vigorous Energy Efficiency programme. Brussels officials are working on a hotchpotch of schemes. They want to motivate consumers to cut their use of energy; to improve the performance of industrial and domestic equipment; and to use financial instruments to promote energy conservation. Some of the more ambitious Eurocrats believe that they can prod member states into cutting their energy consumption by up to 20 per cent by 1995.

An energy saving programme was one of the few

improve its already efficient use of energy, although the drive there is as motivated by the need to replace nuclear power as by higher oil bills. The government has set a goal of limiting annual electricity consumption to 125-140 terawatt hours by the end of the decade, only marginally up on current consumption.

Not to be outdone, the European Commission is finalising its ambitious SAVE (Specific

substantial initiatives to emerge from the UK government's recent white paper on the environment. The Energy Department's energy efficiency office is busy trying to turn the rhetoric of the white paper into practical proposals: new schemes to help low income people insulate their homes and to assist small businesses with energy saving investments are among the first fruits of Britain's renewed interest in energy saving.

Nevertheless, the UK government remains ideologically opposed to huge state handouts for energy saving.

Mr John Wakeham, energy secretary, expresses the point crisply: "The financial benefits of saving energy are clear enough not to require additional government assistance."

Mr Andrew Warren, director of the Association for the Conservation of Energy, naturally disagrees. He stresses the sad irony that the renewed interest in energy saving has coincided with difficult times for supplying companies. Cavity wall insulators have seen their markets decline eight per cent since last year.

Supplying companies remain particularly critical of the Government's failure to promote

energy saving in its own establishments with sufficient vigour. They say that it is often not worth the hassle trying to fight their way through public sector bureaucracy in order to sell their wares. As a result, Whitehall lags badly behind the private sector in some of the more innovative techniques for saving energy, like contracting out the management of a site's energy needs to one of the private sector companies specialising in this work.

The

UK

Government

has

recently

set

up

a

new

ministerial

committee

on

energy

efficiency

which

is

aiming

to

tackle

such

complaints.

But critics allege that the Government is bound to remain ambiguous about energy saving: ministers are inhibited from pushing energy saving too strongly because it would cut across their interest in a successful privatisation of the UK electricity industry. "Improving energy efficiency and reducing electricity demand will be directly against the commercial interests of the regional electricity companies after privatisation," argues Mr Simon Roberts, Friends of the Earth energy campaigner.

The

electricity

companies

and the government naturally dispute this claim. Indeed, Combined Heat and Power (CHP), a more efficient form of electricity generation than conventional power stations, appears to have received a considerable boost from the privatisation programme.

Business users of electricity can save some of the charges levied under the new electricity regime by setting up their own electricity in-house. Established companies such as Associated Heating Services and Emstar, a Shell subsidiary, are being joined by newcomers such as Combined Power Systems, a Manchester-based concern, in the fight for this growing market.

Many of the newly privatised regional electricity companies are also putting their toe in the water by setting up CHP subsidiaries. British Gas, an established energy giant, has also announced its interest in CHP.

While there are a host of interesting and positive developments like this trend to CHP, many observers still doubt whether the political will exists in most western countries to take the really tough decisions which would boost energy saving.

### IN THIS SURVEY

■ Separate reports on policies, programmes and problems in Japan, unified Germany, Sweden and Britain..... Page 2

■ The European Commission is drafting a plan to check up on Europe's energy wasters; UK conservation lobbyists say politicians have lost their commitment..... Page 4

■ Getting to grips with Britain's overheated buildings; study of energy efficiency solutions in which common sense comes before whiz-bang technology; labels scheme for appliances..... Page 5

Editorial production:  
Maurice Samualson



THE BEST TONIC FOR THE INDUSTRY'S NEW SPIRIT.  
SCH... YOU KNOW WHO.

The new spirit of privatisation will demand competitive performances from every electricity distributor. As world leaders in super-efficient metering technology Schlumberger can give you exactly the right mix.

Schlumberger Industries, Electricity Management, Langer Road, Felixstowe, Suffolk IP11 8ER England Tel: (0394) 275842

Schlumberger Industries  
Electricity Management

LODIGIANI S.p.A.



In Italia e nel mondo leader

nella costruzione di

impianti idroelettrici

opere idrauliche

lavori in Sotterranei

Ponti e Strade

Lavori Ferroviari

Aeroporti

Edilizia Industriale

e Civile

In Italy and all over the world leader in the construction of hydro-power plants, hydraulics works, underground works, bridges and roads, railway construction, airports, industrial and residential buildings.

En Italie et dans le monde leader

dans la construction de

installations Hydro-électriques

installations Hydrauliques

travaux Souterrains

Bonus et Routes

travaux Ferroviaires

Aéroports

Constructions Industrielles

et Civiles

20131 Milano - Via Senato, 3 - Tel. 02/77341 - Telex 824161 LODIGIPLA - P.O.BOX 0277341255  
60139 Roma - Via S. Croce in Gerusalemme, 12 - Tel. 06/533941 - Telex 652931 LODIGIPLA - P.O.BOX 0277341255

## ENERGY EFFICIENCY 2

FT writers find similarities and contrasts in the motivation for improving energy efficiency in four leading industrial countries

**THE** Japanese government is making an all-out effort to encourage industries and private citizens to conserve energy in the wake of the Iraqi invasion of Kuwait and subsequent higher oil prices. Industries are listening and taking action. However, Japanese citizens have little interest in it.

Before Saddam Hussein's seizure of Kuwait in August, energy conservation was a minor but growing topic of interest in Japan. But because energy prices were already high, most Japanese consumers think that somewhat higher prices are no major hardship. Moreover, with the dramatic strengthening of the yen against the dollar in September and October, the price of energy in yen terms has not risen much.

"New technology and heightened awareness are needed to enhance energy efficiency," advises the Ministry of International Trade and Industry (MITI) in its influential paper called "Vision for the 1990s". The position paper, which was written this summer by MITI's Industrial Structure Council, focuses on ways that industries can be encouraged to meet changing needs.

The Japanese are favouring cars with larger engines, and fuel economy is no longer a major issue when most people shop for a new car. Automobiles with 3-litre and larger engines are popular, and a variety of large engines will soon be introduced by Toyota, Nissan and other major makers. An example of the more-than-incremental growth in engine size is the 215 horsepower engine powering Honda's new Legend series, introduced in late October, up from the prior model's 180 horsepower.

However, despite consumer trends focusing on larger engines, Japanese automakers are diverting R&D toward innovative technologies needed

## Industry acts but the public hangs back

to meet the new US Clean Air Act, while also working on fuel economy.

MITI is encouraging industries to move toward design and manufacturing of products characterised by high-value-added content. Such products require small increments of energy to manufacture relative to sales prices. Microelectronics, new consumer electronics such as camcorders or digital audio tape (DAT) recorders, telecommunications equipment, laptop workstations and aerospace products fit the bill.

Moreover, MITI's Agency of Natural Resources and Energy (ANRE) wants to implement daylight savings time. ANRE intends to conserve energy by setting clocks ahead one hour in the spring. Japan is one of just a handful of industrialised countries that has not implemented daylight savings time.

The Ministry of Labour and the Economic Planning Agency are opposed to the idea. They believe that it would result in employees working even more overtime during the summer months. If the price of oil continues rising, ANRE may gain fresh ammunition for its campaign to implement daylight savings time.

MITI favours policies that promote use of nuclear reactors, which now supply as much as one-third of the nation's electrical power. Technocrats at MITI argue that nuclear energy reduces the need for burning oil and coal, thereby cutting carbon-dioxide emissions that are said to fuel the so-called greenhouse effect.

The white paper filed by the Atomic Energy Commission in late October puts extra emphasis on reliance on nuclear power to reduce the need for burning oil. However, the commission is merely using the opportunity of the Middle East crisis to boost the prospects of the pro-nuclear industrial community.

Some sectors of the Japanese economy are extremely energy efficient. Others are not. For example, waste heat from air conditioners, industrial facilities, and transportation equipment.

### JAPAN

ment is seldom recovered. Such waste heat is a major resource that is likely to be tapped soon. On the other hand, the nation's steel production facilities are extremely efficient users of energy in terms of output. Additionally, Japan has tended to "export" entire industries, like aluminium smelting, which require large amounts of energy.

MITI's Advisory Committee for Energy released a set of recommendations in the spring of 1990 calling for the nation to reduce its projections for energy use in the year 2010. The goal is to use energy more efficiently to slash the need to build new power generation savings time.

In the wake of the two oil shocks of the 1970s, Japan made tremendous strides in cutting unnecessary energy use. However, some crazy schemes were also suggested, such as installing mini-nuclear reactors in big industrial plants, including those operated by petrochemical and steel companies. The idea was to cut oil consumption further.

The white paper filed by the Atomic Energy Commission in late October puts extra emphasis on

reliance on nuclear power to reduce the need for burning oil. However, the commission is merely using the opportunity of the Middle East crisis to boost the prospects of the pro-nuclear industrial community.

Some sectors of the Japanese economy are extremely energy efficient. Others are not. For example, waste heat from air conditioners, industrial facilities, and transportation equipment.

Fortunately, that was one idea that never saw the light of day.

Companies that plan to benefit from the trend towards efficient use of energy resources include Mitsubishi Heavy Industries, Toshiba, Hitachi, Ebara, Fuji Electric and products of others.

Mitsubishi Heavy Industries, which is Japan's largest maker of energy-related equipment, is accelerating its development of heat-recovery systems and so-called advanced pressurised water reactors (A-PWRs). Toshiba and Hitachi, also active in nuclear power, intend to gain from any acceleration of Japan's nuclear programme as a means to conserve other energy sources.

For the Japanese government, nuclear power is mainly a national security issue. It is a means of reducing dependence on outside energy sources. Only recently, in the years since Chernobyl, has the Japanese government encountered major criticism of the safety and waste-material problems associated with its large-scale nuclear-energy programme.

Makers of solar-power equipment such as Kyoto-based Kyocera, and Osaka-based Sharp, say the higher oil prices have given their products a boost. Sunlight-to-electricity conversion rates will have to be improved and production costs lowered to make such systems viable.

Meanwhile, Toshiba and Hitachi are working on more efficient household appliances, heat-recovery systems in urban areas, and an assortment of other products. Some air conditioners sold by Mitsubishi Heavy Industries and Hitachi



An east German power plant in top gear: costly challenge for the west German taxpayer

## Carbon cloud over reunification

**ENERGY** saving is serious politics in Germany. During the recent all-German election campaign it even stole the headlines briefly when Chancellor Helmut Kohl speculated that a "carbon tax" to encourage energy saving would indirectly help to cover the costs of uniting the country.

He was immediately accused of renegeing on his pledge not to raise taxes to pay for unity. But the idea of the carbon tax had been knocking about for some time and had even been approved in principle by the cabinet.

Dropping the carbon tax into the election debate was probably a good political move. The opposition Social Democrats present themselves as the party of the environment and had, as the centre piece of their election strategy, a plan to restructure the tax system to reward consumers and companies that save energy and punish those that waste it.

Mr Kohl succeeded in reminding the ecology-conscious voters that the government too cares about energy saving and the "greenhouse effect". Electoral considerations may also have played a role in Germany's magnanimous stance at last month's EC meeting on reducing carbon emissions.

The German delegation said it would not allow the meeting to break up without agreement on – at the very least – holding EC-wide emissions at the current level until the end of the century, and even offered to cut German emissions further in order to allow other countries to increase theirs slightly.

The German record on energy saving over the past two decades has been reasonably good. Between 1973 and 1982 energy consumption fell by about 20 per cent thanks largely to higher oil prices but also to the incentives created by the government of Mr Helmut Schmidt, which paid out about DM7bn between 1974 and 1982.

As in most other countries, the record has been less impressive during the 1980s thanks to the fall in oil prices.

Taking west Germany alone (figures are not available for east Germany) the main sources of carbon dioxide emissions (total 71.6m tonnes) are power stations, 25.2m tonnes; households and small consumers, 18.6m; transport, 13.7m; and industry, 12.0m.

The biggest slice of the 25 per cent reduction is supposed to come from households (7.5m tonnes, 10.5 per cent), followed by industry (3.8m tonnes, 5.5 per cent), and power stations (4.2m tonnes, 5.9 per cent). Transport only contributes 1.8 per cent.

And how is this to be achieved? This is where the Environment Ministry gets vague.

The one concrete proposal is the "carbon tax" expected to be levied at DM10m per tonne and to raise DM10bn a year to be ploughed back into promoting energy saving. The duty would mean a slight increase in the price of petrol but only about 3 pence a litre.

Power stations are already relatively efficient burners of fuel but there is room for some improvement and for a further development of combined heat and power plants which utilise their otherwise wasted steam and hot water. The biggest potential, according to the environment ministry, lies in more efficient domestic central heating.

Swift reductions will, initially, be much easier in east Germany where insulation and the use of basic thermostatic valves have been virtually unknown.

The removal of heating subsidies at the beginning of next year should have an immediate effect on the consumption patterns of east Germans who have been used to regulating heat levels by opening windows.

About one-third of east German power stations are roughly as efficient as west German ones but closing some of the least efficient ones and pumping in more electricity from west Germany will also help.

David Goodhart

## Post nuclear plan

conservation measures, backed by research into energy technology.

The goal is to limit annual electricity consumption to 136-140 terawatt hours (TWh) by the end of the 1990s, only slightly more than the current consumption figure of 133 TWh. Electricity accounts for a third of total energy use with natural gas, oil products, indigenous fuels and coal supplying the remainder.

Sweden is one of the world's biggest consumers of electricity on a per capita basis due to its long and cold winters. But the growth in electricity demand is slowing, partially due to the energy conservation measures already in place. While Swedish electricity demand increased annually by 6.6 per cent in the early 1980s, it grew by 2.3 per cent in the second half of the decade.

Kraftsam, the Swedish energy producers' organisation, predicts that electricity demand will continue to increase by 2 per cent annually throughout the 1990s. Despite the slow growth, electricity

consumption will reach 150 TWh by the year 2000, still above the ceiling proposed by the government, according to Kraftsam projections.

One way to curb demand would be to increase electricity prices, among the lowest in Europe.

### SWEDEN

The government last year allowed Vattenfall, the Swedish state power board, which provided half of the country's electricity, to introduce a new tariff structure that more realistically reflects prevailing market conditions.

While the real average electricity price charged by Vattenfall fell by 12 per cent between 1983 and 1988, the agency believes the new tariff system will mean prices will return to the 1983 level by 1991. The new tariffs are based on the use of differentiated energy and peak load charges and are designed to encourage high electricity users to reduce their energy consumption.

The government has also significantly increased VAT taxes on electricity and other forms of energy, including coal, oil and natural gas, while rewarding industries that promote energy conservation and the use of renewable fuels with tax breaks.

Kraftsam predicts that the new tariff policy and extra taxes will increase electricity prices by 30-70 per cent by the year 2000.

Attention has also focused on building methods as a way

to save energy. Building code regulations concerning insulation thickness and impermeability have been tightened during the 1980s.

This is supported by an information campaign by the local electricity utilities advising customers on the most energy efficient appliances, including refrigerators, stoves, washing machines, other electrical consumer products and lightbulbs.

Vattenfall is in the midst of a more ambitious five-year, SKr1bn energy conservation programme called Project 2000. Begun in 1988, the project is investigating ways to promote electricity conservation by consumers and cut consumption by 2 TWh annually between 1989 and 1995.

Project 2000 is examining the advantages of different energy alternatives and the reaction of various customer groups to their possible use.

Once the studies are completed in mid-1991, Vattenfall will then put these findings to commercial use, with marketing personnel cooperating with customers to identify their potential.

A second aspect of Project 2000 is the development of new electricity-efficient technology. Interest has focused on heat pumps, which extract heat from air and seawater and pump it into water heating pipes for homes and offices. While heat pumps were once used to warm swimming pools, Sweden developed massive heating pumps to warm whole city districts.

Vattenfall is now working on refining the heat pump system since the demand for electric

heat has increased.

The use of other efficient energy-consuming technologies, now commercially available or in an advanced stage of development, would keep electricity demand within the limits of between 92.6 TWh and 110.9 TWh.

Even a 50 per cent rise in the cost of electricity would result in annual consumption of 138.5 TWh.

John Burton

the single largest group of energy users in Sweden, has increased during the past decade.

The goal is to convert as many buildings as possible to heat pumps, while improving building insulation.

One Stockholm hotel uses a system of heat pumps and heat exchangers to provide most of its annual energy needs. The system recycles surplus heat from kitchens, lifts, lighting and bath and the body heat of the guests.

But is energy conservation capable of replacing both imported oil and nuclear power?

While industry representatives are doubtful, others believe it can be achieved. The Swedish Defence Research Institute, which has examined the country's energy self-sufficiency needs, argues that the use of heat pumps, combined with biomass and wind, solar and fuel cell power, could replace nuclear power as a source of electricity as long as energy use is brought down by energy-efficient homes and offices.

Vattenfall researchers believe that electricity consumption could actually fall to only 88 TWh by 2010 if advanced technology now in the research and development stage were adopted.

The use of other efficient energy-consuming technologies, now commercially available or in an advanced stage of development, would keep electricity demand within the limits of between 92.6 TWh and 110.9 TWh.

Even a 50 per cent rise in the cost of electricity would result in annual consumption of 138.5 TWh.

As in most other countries, the record has been less impressive during the 1980s thanks to the fall in oil prices.

The new scheme can be gauged by its funding. Next year, it will consume £2m, almost two thirds of the entire budget of the energy efficiency office.

Mr Rickett has also pencilled in for next year the launch of a voluntary energy labelling scheme. This would grade appliances, possibly from one star to five star, on the basis of their energy efficiency.

However, the environment white paper hinted that energy labelling might be made compulsory if manufacturers did not respond voluntarily.

The UK scheme's final shape could also be determined by discussions in Brussels about a directive promoting labelling throughout the EC.

Mr Rickett is also working on help for smaller companies wishing to improve their use of energy. "Smaller companies have obvious management time constraints in identifying gaps in their energy saving record," he says.

The efficiency office would like to pay for small companies to be advised by consultants on how to improve their energy use; it would then also contribute towards the cost of project management if a small company decided to make an energy saving investment.

The importance attached to

## Green politics to the rescue

the new scheme can be gauged by its funding. Next year, it will consume £2m, almost two thirds of the entire budget of the energy efficiency office.

Mr Rickett has also pencilled in for next year the launch of a voluntary energy labelling scheme. This would grade appliances, possibly from one star to five star, on the basis of their energy efficiency.

However, the environment white paper hinted that energy labelling might be made compulsory if manufacturers did not respond voluntarily.

The UK scheme's final shape could also be determined by discussions in Brussels about a directive promoting labelling throughout the EC.

Mr Rickett is also working on help for smaller companies wishing to improve their use of energy. "Smaller companies have obvious management time constraints in identifying gaps in their energy saving record," he says.

The efficiency office would like to pay for small companies to be advised by consultants on how to improve their energy use; it would then also contribute towards the cost of project management if a small company decided to make an energy saving investment.

The importance attached to

the new scheme can be gauged by its funding. Next year, it will consume £2m, almost two thirds of the entire budget of the energy efficiency office.

Mr Rickett has also pencilled in for next year the launch of a voluntary energy labelling scheme. This would grade appliances, possibly from one star to five star, on the basis of their energy efficiency.

However, the environment white paper hinted that energy labelling might be made compulsory if manufacturers did not respond voluntarily.

The UK scheme's final shape could also be determined by discussions in Brussels about a directive promoting labelling throughout the EC.

Mr Rickett is also working on help for smaller companies wishing to improve their use of energy. "Smaller companies have obvious management time constraints in identifying gaps in their energy saving record," he says.

The efficiency office would like to pay for small companies to be advised by consultants on how to improve their energy use; it would then also contribute towards the cost of project management if a small company decided to make an energy saving investment.

The importance attached to

everyday lighting systems have to work harder and

the new scheme can be gauged by its funding. Next year, it will consume £2m, almost two thirds of the entire budget of the energy efficiency office.

Mr Rickett has also pencilled in for next year the launch of a voluntary energy labelling scheme. This would grade appliances, possibly from one star to five star, on the basis of their energy efficiency.

However, the environment white paper hinted that energy labelling might be made compulsory if manufacturers did not respond voluntarily.

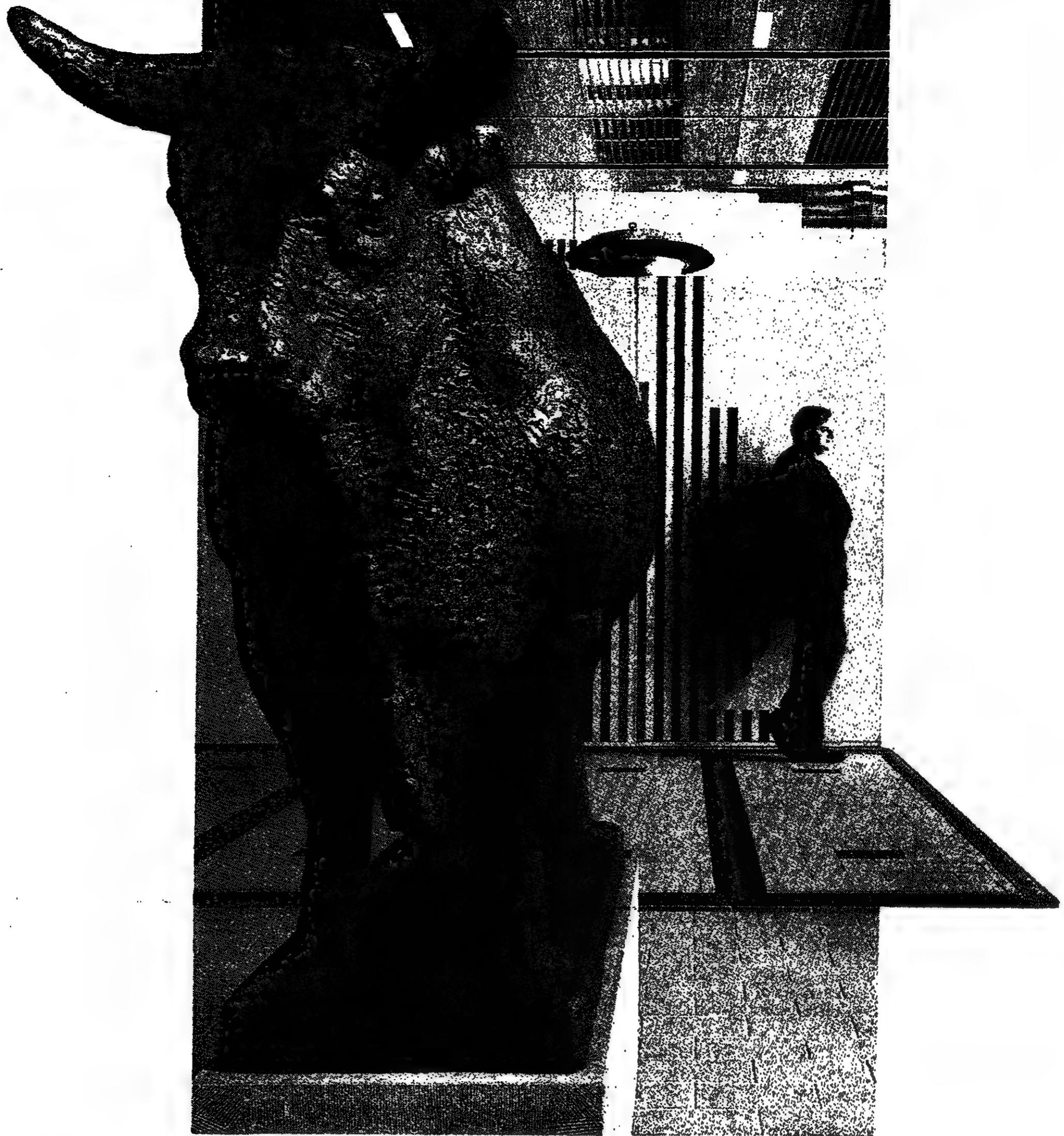
The UK scheme's final shape could also be determined by discussions in Brussels about a directive promoting labelling throughout the EC.

Mr Rickett is also working on help for smaller companies wishing to improve their use of energy. "Smaller companies have obvious management time constraints in identifying gaps in their energy saving record," he says.

The efficiency office would like to pay for small companies to be advised by consultants on how to improve their energy use; it would then also contribute towards the cost of project management if a small company decided to make an energy

Jy Vito 150

Frans de Ruiter contemplates the interior of the Utrecht Power Station.  
(Sculpture by Dutch artist P.H. d'Hoont. Turbine housing design by K.D. Sti.)



## Frans de Ruiter's turbine

### is a work of art.

Frans de Ruiter is Managing Director of UNA, the Dutch electrical power utility supplying the Noord Holland, Utrecht, Amsterdam area.

He has a tough assignment. UNA serves one of the most densely populated regions of the most densely populated country in the world. To help it do so, UNA has completed the installation of the two largest, most efficient gas turbines operational in the world today. Each generates 140 megawatts of electricity at efficiency levels well in excess of any comparable facility.

"We have made full use of ABB's most advanced technology to meet demanding targets," says Mr. de Ruiter. "At the same time, we have been able to satisfy Holland's strict environmental controls."

Not only are UNA's plants exceptionally "clean" — UNA has just won a prestigious international award for its environmental achievements — but the company's efforts to landscape the surroundings of its power plants have also won praise with local communities. At the Utrecht power station, Mr. de Ruiter's environmental efforts have gone one step further. He has turned the interior of the plant into a giant gallery, and one of his new turbines itself into a work of art. "Why not?" he asks. "Our employees deserve a stimulating work environment. And we are proud of having the world's most modern."

*ABB is a world leader in electrical engineering, committed to the development of new and better ways of generating power, getting it to where it is needed, and using it efficiently.*



## ENERGY EFFICIENCY 5

**Office power bill savings become a national objective****Too little money to burn**

**THE ENERGY** costs of the UK's public and office buildings run at some £560m a year, around 22 per cent of their total services bill. Yet they are also the most controllable costs. Cuts of at least 30 per cent can often be made by better housekeeping, according to the Building Research Establishment of the Department of Energy.

The office sector is one of the government's leading targets for saving money through more efficient use of energy. Its approach is likely to strike a chord among private companies less interested in macroeconomics and environmental benefits than in improving their own balance sheets.

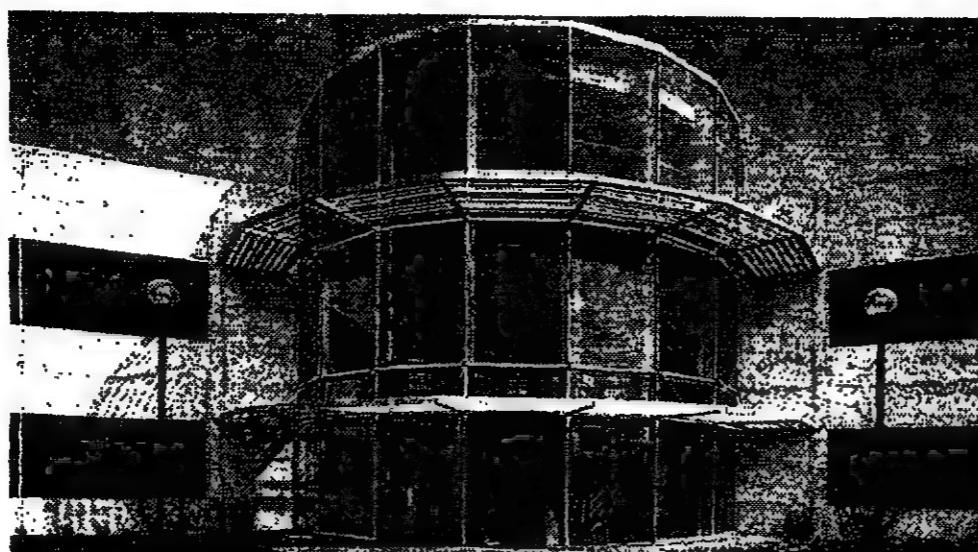
However, the means to energy efficiency vary widely and it is not easy to steer through the sea of schemes, consultancies and suppliers of equipment. Energy efficiency in offices depends on several factors: the building construction, the type of technologies and fuels used, the management of the system. But the relative weighting of these factors is confusingly different.

There have been major advances in lighting equipment, some of the new smaller, high-energy fluorescent tubes are about 40 per cent more efficient than the older larger tubes. High-pressure sodium and metal halide lamps are also very efficient. Luminaire control units using solid state relays give around 30 per cent energy reduction for about the same light output.

Among heating systems, condensing boilers are particularly efficient. They gain extra efficiency by capturing "waste" heat vented away in the flue gases and from water vapour given off during the normal gas-fired heating process. This makes any combustion process boiler more efficient.

Then there are increasingly clever computer-based energy management systems. They dispense with individual control of services and manage the lot automatically, using a pc linked to intelligent local controllers. These can be programmed to save energy by turning lights on and off (with the help of infra-red sensors) depending on whether a room is occupied or not, controlling heating by taking solar heating into the reckoning, and so forth. They also act as general monitors, flagging trends and will activate security systems.

Yet for all their cleverness,



The Milton Keynes Power House designed to ensure half price operating bills for its occupants

computerised energy management systems are not a panacea, and it is widely believed that they are not worth installing in offices with an energy bill of under £20,000.

In fact, "energy-efficient" office buildings rely less on outlandish new technologies than on a new attitude to building design. Even energy-efficiency showcases such as the Solaris and Power House office buildings at the Milton Keynes Energy Park use simple procedures such as double glazing, draught proofing, sensible levels of wall and floor insulation, external louvres.

Plus intelligent design of windows and all glazed areas to maximise the use of daylight. They also include less commonplace features, such as the best ventilation systems backed up by heat extractors and computerised energy management. But the real innovation is that all the energy saving techniques are handled by separate divisions within the company.

Their aim is to set a code of good practice on energy efficiency, striking a compromise between what can be ideally achieved and what the building industry and tenants are prepared to pay for. For example, double glazing, which is an

**Success depends on a totally integrated building design**

essential element in true energy efficient buildings, is by no means standard in UK office buildings. But this, as anything else requiring a big capital investment not immediately recoverable, would be difficult to enforce, says Hampton.

Attempts to change public attitudes are also made by the Energy Efficiency Office and the Building Research Energy Conservation Support Unit (BRECSU). They coordinate the government's efforts on energy efficiency and provides technical information and guidance and basic advice on good energy-saving habits.

There is indeed a certain patina-taking emphasis on energy efficiency that does not involve technologies or major refurbishments.

We are concerned not just

with energy efficiency in prestige buildings such as those at the Milton Keynes Energy Park, but also with improving existing buildings using standard measures," says BRECSU departmental head Dave Hampton.

"Our aim is to set a code of good practice on energy efficiency, striking a compromise between what can be ideally achieved and what the building industry and tenants are prepared to pay for." For example, double glazing, which is an

such companies, and they should not be confused with the immense number of plain consultants and equipment suppliers. The main players are the Association of Energy Service Companies (AES), Gas Service, Incenso Energy (Shell subsidiary), BEI Energy and National Power, all of which emphasises the separation of their judicial and executive powers. Indeed their consultancy and finance schemes are handled by separate divisions within the company.

They, and specialist tariff analysts, also draw attention to the price which their clients pay for their energy. Tariff analysis is an area of consultancy that is becoming increasingly relevant.

Some companies pay for more units or calls than are actually used, due to accounting and computing errors. Many customers also have old-type meters which calculate in imperial units while central meters at the Board's are metric, a discrepancy that leads to inaccurate billing. Some users who are eligible for cheaper tariffs continue to be billed at higher rates.

With privatisation of electricity and gas the situation has become more complicated since charges have become negotiable. Tariff analyst consultancies see themselves as the equivalent of tax consultants which can tell the users how to use the rules to their best advantage.

Laura Blair

**Most energy wastage occurs in the home, writes Peter Knight**

**Black mark for white goods**

**THE LAST** cup of tea might have been delicious but it probably contributed to global warming and acid rain. The power station that burnt the coal that produced the electricity that heated the kettle belched pollutants into the air to pollute the water.

The good news in Britain is that you can feel just a little less guilty than your, say,

French counterparts. You need a jug-type electric kettle - a reasonably efficient gadget - while they boiled their water in an inefficient pan.

For this is the complicated and sometimes paradoxical world of domestic appliances where the cheapest gadgets can cost more to run, and the more expensive much less.

Twenty-one per cent of the

UK's electricity is used to drive household goods. The figure includes fridges, freezers, cookers, home laundry, lighting, television and dishwashers, but excludes space and water heating.

That consumption is the equivalent of 11m tonnes of carbon pumped into the atmosphere, according to a recent report prepared for the Department of Energy.

Just keeping those fish fingers frozen and drinking a few cups of tea while watching television is nearly as environmentally naughty, it seems, as chopping down the rain forests.

There are plans to make us more efficient at consuming electricity in the home. The EC has firm proposals (described on the opposite page) to improve the energy efficiency of domestic appliances. And the UK Government has proposed a voluntary energy-labelling scheme to help consumers make more prudent choices when buying a new appliance.

At a recent meeting between ministers and civil servants most people were keen to start the scheme as soon as possible. One trade association, however, requested much more time; a plan it also used to obstruct a similar initiative of March Consultants.

Second, the benefits could be enhanced by making electricity more expensive by taxing it. This will increase the savings and it will then make more sense to choose efficient rather than cheap products.

Third, minimum standards for efficiency could be high. This will force manufacturers to produce the desired products.

All three possibilities demand hefty government intervention. It is just not in the interests of manufacturers or the electricity supply industry to promote energy efficiency. And consumers are, on the whole, blissfully ignorant of the potential benefits.

The UK government, unless it is pressed by the EC, seems hesitant to push for anything other than voluntary agreements. The cost of a cup of tea, for both the drinker and the environment, seem unlikely to drop in the near future.

Energy Efficiency in Domestic Electric Appliances. HMSO £24.

for the government, the waste is quite considerable. For example, if all existing domestic appliances in the UK were replaced with the most efficient models available, electricity use in households would be cut by up to 45 per cent.

A 60 per cent saving could be achieved if improved products, now under development, were used. This would benefit the environment and cut £1.5bn off electricity bills.

But there are many barriers to prevent such savings. First, consumers are largely unaware of the relative efficiencies of household products. And the potential savings of buying efficient (and usually more expensive) products are often not great enough to discourage choosing the cheapest.

This means that any energy-labelling scheme will have to be backed by a clever and effective publicity campaign to explain the benefits of efficiency. Such campaigns have not been effective in the past.

"If the budget is big enough I think it would be possible to make the campaign work. But it would cost too much to do it by advertising alone. You will have to provide other incentives," says Mr Ray Glassman of March Consultants.

Second, the benefits could be enhanced by making electricity more expensive by taxing it. This will increase the savings and it will then make more sense to choose efficient rather than cheap products.

Third, minimum standards for efficiency could be high. This will force manufacturers to produce the desired products.

All three possibilities demand hefty government intervention. It is just not in the interests of manufacturers or the electricity supply industry to promote energy efficiency. And consumers are, on the whole, blissfully ignorant of the potential benefits.

The UK government, unless it is pressed by the EC, seems hesitant to push for anything other than voluntary agreements. The cost of a cup of tea, for both the drinker and the environment, seem unlikely to drop in the near future.

Energy Efficiency in Domestic Electric Appliances. HMSO £24.

**Common sense is often as rewarding as high technology**

**Battery hens that provide their own power**

**CHICKEN manure is not the most glamorous of fuels, but burning it to provide warmth for the poultry that produced it saves a Gloucester farmer up to £25,000 a year. Costs are paid back within six months.**

Similarly, Peugeot Talbot in Coventry, working with PA Consulting and Infra Rouge Systems of France, replaced its gas-fired refinishing oven with a computer controlled infrared stoving oven. This saved energy and increased the speed at which vehicles could be processed. Total savings are £332,000 a year, of which energy savings contribute £98,000 a year. The investment of £272,000 was paid back within 10 months.

Yorkshire Brick Company of Barnsley modified its tunnel kiln to improve the distribution of hot air and to give better cooling controls. Output

Engineering Steels has shown that an oxygen trim control on its steel reheating furnace provided energy savings worth £55,000 a year. Costs are paid back within two years.

Military research is also helping conserve energy. It is possible to take a photograph of a building with a special camera that detects heat loss.

It is possible, for example, to take an aerial picture of a building and use it to determine the quality of insulation and to pinpoint heat loss.

The infra-red sensor in the camera converts the different levels of heat that escape from a building into an electrical signal. This signal is converted into a computer-type photograph which is interpreted by specialists.

Although advances in tech-

**A stroke of the pen was all that was needed**

**Whizz-bang technology is not necessary**

was increased by 34 per cent while fuel consumption was reduced by a quarter. The capital cost was £285,000 and the savings were worth £243,000 giving a payback period of just over a year.

New technologies, or improvements made to existing energy plants, can bring substantial savings. "Many of these investments will yield rates of return of 50 per cent or more," he says.

Dr Brooks' enthusiasm is natural. He represents 80 companies that provide energy-efficient products and services, from consultancy through to advanced boiler controls and monitoring equipment for electricity, gas and oil.

But his arguments are not entirely biased. There is clear evidence, provided by the UK government's Energy Efficiency Office, that energy conservation is relatively easy to achieve. The necessary capital costs can be paid back reasonably quickly in fuel savings alone. Environmental benefits are an added bonus.

For example, Rotherham

will certainly ensure further improvements in energy efficiency, the emphasis still remains on effective management and the appropriate costing of energy.

These government-subsidised initiatives are designed to show some of the more sceptical parts of industry that that a load of energy efficiency is not a load of hot air. Of course, many leading companies realise that energy efficiency is integral to controlling costs and, more importantly, to their environmental performance.

Glaxo, the UK-based pharmaceuticals company, has emphasised energy efficiency in its buildings.

An electronic control system fitted nearly 10 years ago in its Barnard Castle factory saved £30,000 a year in fuel simply by automating on/off switching of heat and light. This system, supplied by Trend Control, has been progressively improved and now controls most of the heating, cooling and air-quality.

A year later another quote to do the same job came in at £31,500. This time, instead of

Peter Knight

**"Our staff said they were cold, so we took away their heaters. Now no-one complains."**



original workable solutions.

Indeed, by working in partnership with clients, we don't just produce savings or improve staff comfort. We can also increase productivity and efficiency.

To find out more, simply return the coupon or call us today.

**CALL FREE 0800 181 329.**

To: Emstar Limited, Elizabeth House, 56-60 London Road, Staines, Middlesex, TW18 4BQ.

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_ Postcode \_\_\_\_\_

O A member of the Royal Dutch Shell Group of Companies.



PARTNERSHIP IN ENERGY MANAGEMENT

**HOARE LEA & PARTNERS**

**The energy behind conservation**



**BRISTOL**  
Tel: 085 201020  
Fax: 085 201020  
**CARDIFF**  
Tel: 0222 777995  
Fax: 0222 798344  
**LONDON**  
Tel: 071 631 0313  
Fax: 071 580 0518

**MANCHESTER**  
Tel: 061 634 0219  
Fax: 061 634 0762  
**PLYMOUTH**  
Tel: 0752 262085  
Fax: 0752 262085  
**POOL**  
Tel: 020 7434 0040  
Fax: 020 7434 0040

**FINANCIAL TIMES RELATED SURVEYS**

	Nov 90	Jan 91
World oil industry		
World industrial review		
Vehicle fleet management		
Electricity		
Opencast mining		
European building/construction		
Industry and the environment		
Gas industry		
Power generation equipment		
	Nov 90	Jan 91
	Jan 91	Jan 91
	March 91	March 91
	March 91	April 91
	April 91	April 91
	April 91	April 91
	June 91	

FOR ADVERTISING INFORMATION CONTACT IAN ELY-CORBETT  
**071-873-3389**

FOR EDITORIAL INFORMATION CONTACT DAVID DODWELL  
**071-873-4090**

## ENERGY EFFICIENCY 6

Walter Patterson on the boiler revolution

**In the firing line**

COAL is the most abundant fossil fuel, widely available from many suppliers at advantageous prices. But when burnt it releases sulphur and nitrogen oxides - precursors of acid rain - and carbon dioxide, responsible for perhaps 50 per cent of the "greenhouse effect" of global warming. Making coal-use at once cleaner and more efficient poses a challenge both to engineering and to energy policy.

Traditional pulverised-fuel power stations can be "backed-out" with cumbersome "flue-gas desulphurisation" (FGD) plants to reduce sulphur emissions. Several hundred FGD plants are already installed and operating. FGD, however, lowers the fuel efficiency of a coal-fired station, from perhaps 36 per cent to 33 per cent. The sulphur emitted per unit of electricity decreases; but the carbon dioxide emitted increases.

Recent technical innovations, however, can cut sulphur and nitrogen emissions from burning coal while actually increasing overall efficiency, and thereby simultaneously cutting carbon dioxide emissions. Two concepts in particular are taking the lead: "fluidised-bed combustion" (FBC) and "gasification".

In FBC, coal or other fuel is injected into a turbulent bed of incandescent solid particles kept in motion by airflow from below. FBC operates at a temperature low enough to minimise formation of nitrogen oxides. If ground limestone is injected with the fuel, the calcium in the limestone reacts

with the sulphur to form solid calcium sulphate that remains with the solid waste. With suitable fuel-handling gear, an FBC unit can burn not only any coal but also a wide range of other combustible materials, including peat, wood, refuse and even pit spoil. This flexibility allows users to burn the most economical fuel available, and to switch readily from one to another as conditions change.

The attractions of FBC have prompted many of the world's major engineering companies to develop a rapidly expanding catalogue of designs. Within the past decade companies such as Asea Brown Boveri (ABB), Ahlstrom, Deutsche Babcock, Foster Wheeler, Lurgi and many others have won orders for well over 300 FBC units worldwide - industrial boilers and furnaces, cogeneration plants and a growing number of utility units specifically for electricity generation.

As a combustion technology, FBC is no more efficient than traditional pulverised-fuel firing. But its ability to control noxious emissions, coupled with its suitability for units of 100-400 Megawatts of heat output, makes it particularly attractive for high-efficiency applications such as cogeneration of electricity and heat.

Keele and Krupp-Koppers, among others.

Modern gasifiers produce fuel gas of moderate calorific value. Although this gas is not of pipeline quality, it can be burned directly in a gas turbine-generator; the hot exhaust from the gas turbine and heat from the gasifier can raise steam for a steam turbine-generator, boosting the overall efficiency of electricity generation well above 40 per cent.

The concept is called "integrated gasification combined cycle" - IGCC.

Demonstration IGCC stations using various designs of gasifier have been operating since the mid-1980s, with very encouraging results. The first commercial-scale plant, based on the Shell gasifier, is now under construction at Buggenum, in The Netherlands.

FBC, nevertheless, faces increasing competition from another innovative combustion technology: gasification. Fuel gas from coal has been familiar for two centuries. But modern gasifiers have increased efficiency and throughput far beyond that of the old "town gas" plants, while meeting the most demanding environmental standards. Major companies now active in coal gasification include Shell, Texaco, Dow, Lurgi, Rhenbraun, Tampella-

gasifier and gas turbine - a so-called "topping cycle". The gasifier would supply fuel gas to the gas turbine; the FBC unit would burn the solid residue from the gasifier; and all the various heat sources would raise steam for the steam turbine, boosting the plant's maximum capacity to 180MW and its efficiency well over 40 per cent.

Some questions still remain. Trapping sulphur in FBC requires large quantities of limestone or other " sorbent" whose quarrying and transport has significant environmental impact. Although the solid waste from FBC appears essentially innocuous, the amount may present disposal problems.

Some research, notably in Canada, indicates that sulphated FBC waste may be useful building material. Depending on the gasifier design, waste from IGCC may give rise to similar issues, although some gasifiers produce a fused granular aggregate that has been cemented harmless and may be used, for instance, for roadways.

While the advanced coal technologies have made great strides elsewhere in Britain, they have yet to make their mark. But their proponents continue to believe that Britain, too, will benefit from better use of the most abundant fossil fuel.

(Walter C. Patterson's new report, Coal-use Technology in a Changing Environment, can be obtained from Financial Times Business Information, 50-64 Broadway, London SW1H 0DB, telephone (071) 799 2002.)

**Combined Heat and Power****Popularity at last**

COMBINED heat and power - whereby both are generated from a single source - is being taken seriously at last. The government's white paper on the environment published in September pledged to double the UK's combined heat and power (CHP) capacity to 4,000 megawatts by the year 2000.

CHP isn't new - it has been around for the best part of the century - but changes both in the way it is marketed, and the energy demands of customers have made it more attractive than ever before.

That is obvious from the number of large energy consumers who supply CHP plants, and the number of large energy suppliers moving into the CHP contracting business.

CHP systems, which range from large on-site industrial plants to small boiler-size units in hotels, are energy-efficient, convenient and cheap, because they generate both electricity and heat (or steam) in a process that recaptures waste heat.

Co-generation, as CHP is also known, can increase the overall efficiency of fuel utilisation to around 70-80 per cent, compared with around 30-35 per cent in conventional power stations and plants can be up to 90 per cent efficient, compared with 30-35 per cent at a conventional power station.

But CHP could grow far faster. In its report to the Inter-Governmental Panel on Climate Change, the Department estimated that, given government support, there was no reason why CHP could not theoretically supply 30,000MW by the year 2020 - between 25 and 50 per cent of the UK's total electricity by that time.

Demand for small units, suitable for installing in buildings like hotels or hospitals that need continuous power, heating and hot water for the best part of 24 hours, is particularly strong. CHP is less attractive for buildings that only need power in office hours.

CHP does have drawbacks for small users: it provides a constant base load but will typically need to be topped up by a boiler system at peak times, and that can be uneconomical.

At the time of the Department's study, there were almost 3,000 units in use; now the Department has identified 4,000 sites that could realistically use CHP, bringing the total to 330MW. Phillips & Drew's more ambitious esti-

mates stand at 3,500MW or 7 per cent of UK demand.

One of the reasons why this market is so attractive has been the recent emergence of "packaged" CHP, an idea conceived by Combined Power Systems, or CPS, a leading player in small scale CHP.

The attraction of packaged CHP is that the company does everything: installs, maintains, and owns the unit; the customer simply pays a bill like a conventional electricity bill, although he does have the option of buying the unit, too. Units, which typically cost \$20-30,000, are remotely monitored and need no attention from the customer.

Expected savings, says CPS, can be up to 50 per cent of equivalent energy costs, and because of low maintenance costs the payback period for a unit can be as short as two years.

Major players are also entering the CHP field, either as suppliers and marketers, like CPS, or as contractors who help finance, install and manage a tailor-made system for an industrial customer. Again, customers can buy the unit in instalments spread over time in their bill from the contractor, or they can simply pay a fee for its use.

"Companies are tending to contract out more," says Mr David Green of the Combined Heat and Power Association (CHPA), "and they are doing more to save energy."

Electricity privatisation, finally, has had a considerable impact on the future of CHP. "It has encouraged fresh thinking about alternative ways of using electricity in the industry," says Mr Green.

There are, however, still obstacles to the growth of the CHP market. There has been little international recognition of its potential, and the European Commission in particular has failed to put any real pressure on European nations to consider CHP.

"The European Commission always talks very positively about CHP," says Mr Green. "But, what they have done is limited to research and development. In terms of financial incentives or specific measures, they haven't done anything."

JULIET SYCRAVE

**NATURAL GAS****North Sea challenger**

A BATTLE is underway between the suppliers of natural gas and electricity, the two dominant energy sources in the UK. Each seeks increased sales, while encouraging users in industry, commerce and the home to take measures to conserve the amount of energy they consume and so reduce sales.

To meet the challenge from electricity, British Gas has turned to the environmentally friendly features of gas.

Environmental considerations lay in some of the projects that won gas energy management awards under a scheme promoted by British

Gas, which reheats the steel blooms prior to rolling.

The change from ingot to continuous casting incorporating the gas furnaces has reduced the energy consumption at the plant by 33 per cent.

On a smaller scale, one of the most successful examples of the conversion of an inefficient heating system into a high efficiency heat and power system has been completed at the Magnum Leisure Centre, Irvine, Scotland. Six years ago, 245,000 therms a year were needed to heat the centre and its swimming pool and cool the ice rink. British Gas carried out an energy audit and recommended a system that would combine the production of its own electricity with enough heat for its own requirements.

This is a combined heat and power (CHP) plant. Three 90kW gas engine driven electricity generators were installed. The electricity powers the compressors and pumps of the ice rink chilling system, while heat is recovered from the engine and used to warm the swimming pool water and for space heating in the centre.

The change to a CHP system to meet the needs for electricity and heat saved \$40,000 a year in total running costs. The annual consumption of energy has fallen by 26 per cent.

Another example of improved efficiency in the consumption of natural gas arising from the use of CHP is the large system installed at Allied Colloids, in Bradford.

The company makes chemicals for agriculture, paper making and oil production. Its operations involve substantial requirements for electricity and on-site generated steam.

To improve efficiency, the company installed a 5MW natural gas powered turbine and a boiler to use the waste heat from the turbine in an operation which increases the efficiency of electricity and steam generation. The cost savings were originally estimated at \$700,000 a year, with a payback of capital in three and a half years.

In operation, the combined heat and power system has been shown to have an efficiency of 92 per cent.

Lynnon McLain

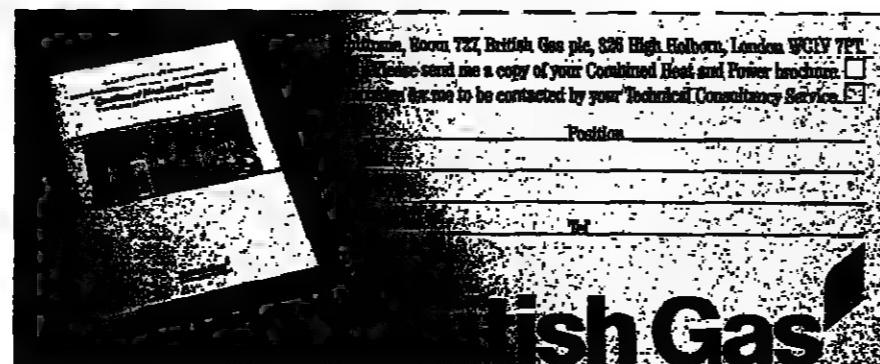
**Combined Heat and Power.**

**T**oday's technology makes it possible for you to generate the heat and power your company needs - on your own premises. The system is called Combined Heat and Power.

Here, high-performance turbines or reciprocating engines

fuelled by natural gas, generate electricity, while 'waste' heat is harnessed to provide process heating, space heating and hot water. A remarkably efficient system that delivers dramatic all-round savings in energy costs. And not only is Combined Heat and Power efficient, it's environmentally responsible too.

To discover more of the advantages of a CHP system, contact our Technical Consultancy Service. It won't cost you a penny, and could soon place power quite literally in your grasp.



**British Gas**

F.T. 14/12

**OPERATING**  
RANKING

£45-£50K

Our clients are the Stone and Sandstone which are the largest and most successful companies in the industry.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

The group which have a diversified range of products and services.

## RECRUITMENT

**JOB HITS 150**

**at last** JOBS: Trends suggest that US and UK employers react to recession in very different ways

**T**HANKS for your thoughts on what is happening in the sales and marketing trade. While they have not cleared up the mystery entirely, at least the jobs column is now confused at a better informed level.

When I asked the question a fortnight ago my prime concern was the United Kingdom where advertised demand for marketing and sales recruits has plummeted, for the benefit of anyone who was not in the congregation two weeks back. I had better repeat the figures which come from the MSL international consultancy's counts of higher-ranked posts advertised in UK national journals.

In Britain's last recession nine years ago — or, to be precise, over the 12 months to September 30 1981 — the tally of executive jobs of all kinds was 17,884. Of that total, 3,543 or 19.8 per cent were for sales and marketing specialists.

In the 12 months to September 30 this year the total was far higher at 28,795. But the number in marketing and sales was down to 2,940 or just 9.9 per cent.

The drop struck me as too steep to be fully explained by the present recession. So I asked if readers had evidence of structural change in the way selling and marketing are done. For example, is the trend to

fewer and bigger companies with central buying functions reducing the need for sales people? Are traditional representatives being replaced by backroom staff at computer screens?

Judging by the 27 replies so far, some structural change is afoot not only in the UK but in continental Europe besides America. Demand is being cut both by central bulk-buying and by decreases in the number of suppliers. And although computer-based handling of customer contacts is not in much evidence outside finance, another factor has been spotted by the Northern Business Information consultancy of New York.

Among other things, it keeps watch on the worldwide telecommunications industry where it has noted an international vogue for "de-layering", or excising whole wedges of middle managers. It adds that the surgery is being done in two main ways:

The first is by early retirements, at heavy cost. The other is to move "thousands of people" from behind-the-lines management to marketing and sales, cutting demand for new

recruits. The consultancy thinks the same may be happening in other industries to boot.

Nevertheless most of the replies claim that such structural changes are having far less effect than employers' reactions to recession, which three readers say differ markedly between the UK and the United States.

One of the trio, also in New York, is Englishman David Werner who besides running an executive-placement company keeps count of job-openings for higher rankers in America. He finds that while overall recruitment has plunged in the US too, there has been a rise in demand for sellers of certain types. They are "results now" merchants, as opposed to longer-run marketing staff, engaged to pay for their hire within three months or so.

It reflects the entrepreneurial spirit of American bosses whose instinct is to sell themselves out of trouble, Mr Werner says. British employers' response is typically bummier, the one of saving costs.

Even if so, however, the outlook has not brightened at all. A finely detailed review of the UK figures

shows that in 1981, the main reason for the high share of total job-openings going to marketing and sales people was that demand for them was already rising ahead of recruitment of other staff.

Moreover, although their share was only 9.9 per cent across the 12 months to September 30 this year, a quarter-by-quarter analysis shows it has been edging up. From 8 per cent in October-December 1989, it went to 9.7 in January-March, 9.9 in the next three months, and to 11.6 per cent in July-September.

So, with David Werner reporting that total US demand has now turned off the bottom, we may well be in for a happier new year than I had feared.

**Graduates' work**  
NOW to the table alongside which outlines the activities taken up by the 1988 crop of bachelor-level graduates from British universities, polytechnics and colleges, together with comparative figures for their predecessors in 1988.

The first five columns of figures cover the entire output of degree-winners, whatever the subject they studied.

The next two sets of three columns apiece refer to those who took pure sciences, and those in

engineering and technology of various sorts. Both sets exclude people who combined a science or technological subject with a topic in the arts or social studies.

As may be seen, the table

throws up a problem for pundits who maintain that Britain does not produce enough graduates for its economic good. The biggest group in both years were those who had simply disappeared from their Alma Mater by December 31 of the year in which they took their degree. The second biggest were those who at the same date were either in no more than a short-term job, not available for paid work, or unemployed.

## Outlook brightens for executive demand

By Michael Dixon

**Nomura Bank International plc**

### Structured Lending Analyst

**Excellent Package**

This bank is one of the most rapidly developing institutions in the City. It is committed to Europe and has a broad spread of banking business. The London headquarters is locally managed and carries substantial lending autonomy. The continued growth gives rise to the need for a further Corporate Analyst to augment the existing credit team which is central to the bank's business.

**THE POSITION**

- ◆ Responsible for the full analysis and credit recommendations on structured financings and other banking transactions.
- ◆ Actively support the marketing team with scope to move into this role in the medium term.
- ◆ One of a small team with substantial independence and direct client contact. Report to Head of Credit.

**QUALIFICATIONS**

- ◆ A graduate, ideally aged 25 to 30, with formal bank credit training. Computer literate (Excel).
- ◆ A knowledge of covenanting, accounting and documentation essential. Specific industry or product expertise beneficial.
- ◆ Autonomous approach matched with the confidence to carry an opinion.
- ◆ Foreign languages and knowledge of European markets would be a distinct advantage.

Please write, enclosing full cv, Ref J4932  
54 Jermyn Street, London, SW1Y 6LX,  
071 493 - 6392

**FINANCIAL SERVICES RECRUITMENT**

LONDON · SLOUGH · BIRMINGHAM · MANCHESTER · BRISTOL · GLASGOW

### European Financial Manager

**Based Paris**

With revenues in excess of \$ 2 billion, this American Service Business is a world leader in its field. With rapidly expanding European operations, there is an ambitious program of investment and development. The post, newly created, will report to the CFO. Leading a team of four people, your primary responsibilities will cover financing, treasury, currency and interest management, bank liaison, and credit management. Aged between 30 and 35, you will be an ACA or MBA with a strong command of french and german. You will have first class communication skills and have a highly commercial approach to business problems.

**Michael Page Finance**  
Spécialiste en recrutement Financier

Please contact Richard Bolster in strict confidence in Paris on (010) 331.45.26.26 or write to him enclosing a comprehensive CV and quoting ref. RB6388FT at Michael Page Finance, 30 bis rue Spontini, 75116 PARIS.

## OPERATIONS DIRECTOR BANKING

**£45-£50K**

Our client, a leading financial institution, is expanding its saving and lending products to include banking facilities which will complement their already extensive range of customer services. As part of this expansion they wish to recruit a well experienced individual to establish and manage all of the operational aspects of the new function.

The post, which is key to the success of the venture, will have a broad range of responsibilities encompassing assistance with the selection and implementation of computerised systems, recruitment of key staff and the control of an extensive customer portfolio.

**Midlands**

The successful candidate will be a major contributor to policy making and should be customer orientated and a highly motivated individual, able to take a hands-on approach in order to make a rapid contribution to the growth of the service.

The remuneration package reflects the importance of this role and includes an excellent salary, car and executive benefit package.

Candidates who have the experience and personal qualities sought should write with full CV to Mavis Woud, at the address below.

**KPMG Peat Marwick Selection & Search**  
70 Fleet Street, London, EC4Y 1EU.

### 1992 M&A

Expanding international M&A advisory firm with offices in ten countries globally is seeking one entrepreneurial M&A professional with substantial transaction experience to join its London office. Firm is a leader in middle-market, cross-border M&A.

Please send resume in confidence to us to obtain further information:

Write Box A276 Financial Times,  
One Southwark Bridge, London SE1 9HL.

## Appointments Advertising

appears every Wednesday & Thursday

& Friday  
(international edition only)

For further information please call

Jennifer Hudson  
071 873 3607

Richard Jones  
071 873 3460

Denise Morrice  
071 873 3199

## Pacific Basin based Global Fund Managers

Our Client, part of a major Investment Management Group, currently seek two Fund Managers to be based in the Far East. They seek capable people who are prepared to be Global generalists and combine a marketing role with hands-on fund management.

The job content covers both Corporate and Private Clients and calls for people who are prepared to make a commitment to the Region of at least three years and who want the advantages of long term career development in a major group.

### Hong Kong

Our Client seeks a Senior Fund Manager with at least seven years experience of international fund management and an understanding of private client work. The candidates need not necessarily have worked in the Region but an awareness of the importance of the Far East is key. The position carries Regional responsibilities and will be made at Director level in the Client's Far Eastern company.

### Singapore

The person sought should have at least three years experience and be prepared to work in a development situation, building up a business in the most rapidly expanding part of the Pacific Basin. Age is likely to be mid to late twenties and the ability to market is important. A particularly high level of energy is required.

In addition to generous salaries the successful candidates can expect normal Far Eastern benefits including accommodation, education for children where appropriate, pension and holiday travel etc.

Please contact Colin Barry, the Company's Adviser in this matter at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 071-248 0355. Fax: 071 489 1102.

**OVERTON SHIRLEY & BARRY**

INTERNATIONAL SEARCH AND SELECTION

## FUND MANAGER

### FAR EASTERN EQUITIES

To £45,000 + Benefits

Our client is a top performing pension fund manager, specialising in the active management of UK and international equity portfolios. Based in London they are seeking a specialist fund manager to manage their Japanese and other Pacific rim equity funds.

Due to significant structural developments early next year this will prove to be a particularly exciting opportunity, involving not only the £50-100 million of pension funds invested in the Far East but also a wide variety of unit trusts and insurance funds.

Interested applicants should be graduates aged 26 to 34, with at least three years relevant experience and a demonstrable track record. While knowledge of the non-Japanese far eastern markets would be useful, it is not essential.

*This represents an outstanding opportunity for the right individual. To discuss further, in strictest confidence, please contact Christopher Lawless or Stuart Clifford on 071-831 9988 (or 081-874 9417 outside office hours). Alternatively write to The Bloomsbury Group, 11th Floor, New Oxford House, 137 High Holborn, London WC1V 6PL (Fax 071-831 4771).*

## INDEPENDENT CITY STOCKBROKERS

Our sales division is seeking to expand its highly successful Equity and Derivatives team.

The ideal candidates will probably be graduates with proven experience in the U.K. and European Equity Markets.

They must be willing to work within a team, be numerate, imaginative and self-motivated with good communicative skills and the ability to respond positively to a stimulating environment.

Remuneration is to be directly linked to revenue generated.

Write to Box A323, Financial Times,  
One Southwark Bridge, London SE1 9HL.

## AUSTRALIAN EQUITY SALES LONDON

One of Australia's leading stockbroking and investment groups with its head office in Melbourne, and offices in major Australian and overseas financial centres, is looking for a senior institutional salesperson to join its highly successful London team.

A sound knowledge of Australian and New Zealand economies and investment markets will be required. The remuneration package will be designed to attract a candidate of the highest calibre.

Applications will be treated in the strictest confidence and should be addressed to:

McIntosh Hamson Hoare Govett International Security Pacific House, 4 Broadgate London EC2M 7LE

## TOP OPPORTUNITIES

SENIOR POSITIONS IN GENERAL MANAGEMENT

NHS Estates (The NHS Estate Management and Health Building Agency) is a Next Steps Executive Agency, being formed out of the existing NHS Estates Directorate, a Division within the Department of Health's NHS Management Executive. NHS Estates will work for Ministers, the NHS Management Executive and the NHS in the development and implementation of policies, strategies and systems which support and assist the cost-effective management of the NHS estate and capital investment programme.

# CHIEF EXECUTIVE NHS ESTATES up to £54,000



**KORN/FERRY  
INTERNATIONAL**

NHS Estates, as an Executive Agency, will be accountable to the Secretary of State. An Agency Advisory Board will advise the Chief Executive on the strategic direction of the Agency. It will have 130 staff and a revenue budget of £39m p.a. Its planned launch will be on 1 April 1991. The aim is to deliver high quality public services more efficiently. Initially located in London, NHS Estates will move to Leeds from April 1991 onwards.

The transition to Agency status will involve the management of complex organisational change, including the finalisation of the Agency's policy and resources framework, introducing new management arrangements, establishing a fees and charges system with the target of making the Agency fully self-financing, establishing information systems and developing and introducing an organisational structure and style which will enable the Directorate's highly skilled multi-disciplinary staff (of architects, surveyors, engineers and administrators) to meet the challenges of Agency working.

Above all, the post needs high level business development, financial, human resources, information and management skills, preferably but not necessarily against a background of health building and estate management.

It calls also for vision in developing the Agency's role within the NHS reforms and the ability to command the respect of Ministers, the Management Executive and NHS senior managers. As Chief Executive the post holder will be fully responsible for the day to day management of the Agency, and accountable to the Secretary of State for its management and performance. Candidates may currently be in either the private or public sector.

The appointment will initially be for five years with a mutual option after 3. Starting salary £47,000 (from January in London) plus performance related bonuses of up to £7,000 which may be awarded. A higher amount may be available for an outstanding candidate. There are good pension arrangements and assistance with relocation expenses may be available.

Please reply with a full C.V. including remuneration details to David Thompson, Korn Ferry International, Pepys House, 12 Buckingham Street, London WC2N 6DF. Closing date for applications, December 28th 1990.

The Department of Health is an equal opportunity employer.

## HEAD OF RESEARCH SCOTLAND

The Company is a major fund manager wishing to expand its in-house research facilities. This new post will:

- provide support for an experienced group of equity fund managers
- organise and structure a service department adding value to their output
- develop fundamental research skills and in-depth company analysis which will be independent of, and supplemented by, appropriate external material.

The person will be:

- a numerate graduate probably with a further professional qualification
- a team player, a good communicator
- able to function independently and to maintain output of a high quality.

Candidates will probably have had some experience in a fund management or research environment but may now be within a different discipline.

Key qualities are management, organisational, planning and analytical skills.

This is a senior post and the pay and benefits package will reflect that.

Please reply in writing quoting Ref: 2031 enclosing c.v. to the address below.

**AD**  
A.D.  
4 Curzon Street  
London W1Y 7FL  
BIRMINGHAM  
APPOINTMENTS  
DIVISION OF ODECS AND CO

## GET UP AND GO! CHIEF EXECUTIVE

Required for established IT/Medical Teaching/Publishing business with unique, high quality/value products. Small staff but very big potential. The successful applicant, who ideally will have international marketing experience, will join an MBO team finalising a Business Plan with new backers.

Initial salary c £40,000  
Plus opportunity for investment/share options

Please telephone or write (enclosing CV) to:  
Paul Welsford, Britannia House,  
1 Glenthorne Road, London W6 0LF  
Telephone 081 748 9898

## MALAYSIA BECKONS YOU

# GROUP GENERAL MANAGER - HOTEL DIVISION

### Kuala Lumpur, Malaysia

**US\$75,000 - US\$100,000 + benefits including car and housing.**

A PROMINENT hotel chain in exotic, sunny Malaysia offers a fully paid 3-year adventure to a hotelier who is able to set and realise the future direction for a chain of 4-star hotels and holiday resorts dotted throughout the Malaysian Peninsula.

Already well entrenched in the hotel business since the 50s, our client is ready to embark on a complete face-lift of each of its 8 establishments within the hotel division. And it is not just a redecoration job; it starts with taking a real hard look at strategic positioning vis-à-vis the competition, the target customers' needs. It is setting and planning the direction for the future growth of the hotel division within the group. It is executing and achieving the image standards, the operating service standards, and the business objectives that are consistent with the chosen position.

The group is prepared to invest heavily in reconstruction, extensions, refurbishment, staffing, and in strengthening its market position.

They are looking for the best available mind, someone with a professional qualification in hotel management, who has had about 10 years' experience in managing hotels or resorts profitably, is creative, is positive in outlook, is confident as a leader, would relish a challenge, and would love to gain working exposure in Malaysia.

Are you that special someone? We would like to hear from you.

**SECURITY:** No information will be given to our client unless authorised by you at a personal meeting. Applicants must state age, qualifications, experience, current earnings, contact phone number, and enclose a passport-sized photograph (non-returnable).

Please send your cv to Ref: 1368/FT, PA Consulting Group, 5th Floor, Beauman Gerah Asli (Menara), 148 Jalan Ampang, 50450 Kuala Lumpur, Malaysia. Tel: 03 2612322. Telex: 30233 PACOKL MA. Fax: 03 2618231. Lesser No. 061.

**PA Consulting Group**

HUMAN RESOURCES

*Creating Business Advantage*

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

## DIRECTOR OF DEVELOPMENT

**SALARY: c£33,000**



UMIST

UMIST</

Jy Miso 1550

YOU  
RAL  
R  
SION

including car

Safety and security  
over the telephone  
at the M&P AgencyExxon  
gasolineBritish Gas  
Energy Services  
Energy Services  
Energy Services  
Energy ServicesBP  
British PetroleumNational Grid  
Gas  
GasDIRECTOR OF  
DEVELOPMENT

SALARY c£33,000

CitiBank  
Bank

Bank of America

## SENIOR FX TRADERS

Due to the continuing expansion of Continental Bank's highly proficient Spot FX Trading team, we are now seeking to recruit two additional experienced professionals.

### \* SPOT CABLE TRADER \* CROSS CURRENCY TRADER

Applicants for both positions require a minimum of 3-5 years experience in an active environment.

Continental Bank offers a highly competitive remuneration package for the successful candidates.

Interested applicants should forward full cv. including salary expectations to:

Ray Thompson - UK Human Resources Manager

**CONTINENTAL BANK N.A.**  
Continental Bank House  
162 Queen Victoria Street  
London EC4V 4BS

## Strategy & Corporate Finance In Italy

Wallace, Smith wishes to recruit consultants of exceptional ability who are seeking to extend their skills beyond business strategy or corporate planning to a career which adds a corporate finance dimension.

We are an established London institution providing merchant banking services internationally to industrial companies, financial institutions and government bodies. We have built our reputation by combining in-depth field research and strategic analysis with active support in structuring and negotiating transactions. We seek to develop long term advisory relationships with clients - assisting them to develop and execute European growth strategies.

Working with Wallace, Smith offers opportunities to:

- \* Gain exposure at a senior level to a wide range of industries internationally.
- \* Apply the tools of strategic and financial analysis to identify opportunities in mergers and acquisitions, financial restructuring and major projects.

**WALLACE, SMITH**

\* Pursue and realise the opportunities identified in close collaboration with clients.

The people we recruit will have the ability to meet the challenge of growing responsibility in a closely-knit and successful organisation. They will be 25 to 32 years of age with a degree, MBA or equivalent and have at least two years' relevant work experience in strategy consultancy or investment banking. Their analytical, financial, interpersonal and communication skills will have earned them a proven record of achievement. Fluency in English and Italian is essential and knowledge of additional major European languages will be an advantage. Based in our Milan office they should be prepared to travel abroad.

If you are interested in joining us please send a curriculum vitae in strict confidence to George Romanowski, Director, Human Resources, Wallace, Smith Trust Co. Ltd., Winchester House, 77 London Wall, London EC2N 1AB.

## Investment Manager North American Equities

### City

Excellent salary + Car + Benefits

and flexible and work well in a team environment, the career prospects are excellent.

Please send career details to Marilyn Davidson at the following address:

**Independent Recruiters**  
081-741 9595

Broadway Chambers,  
14-26 Hammersmith Broadway,  
London W6 7AF.

Dresdner Bank Luxembourg S.A., the international trading and lending arm of Dresdner Bank Group, with its total assets of over DM 21 billion and more than 200 employees, holds a commanding position in the international financial markets. Within this framework, a suitably qualified candidate is now being sought for our

## Corporate Desk

to assist in the continued expansion of our business activities.

We believe that the candidate would succeed in this challenging position if he/she demonstrated the following:

- a good knowledge of international lending,
- experience in foreign exchange, securities and money market operations,
- customer orientated outlook,
- fluency in German is essential combined, naturally, with a good knowledge of English and preferably including French.

The complex demands of this post offer you an

**Dresdner Bank Luxembourg S.A.**



## BANKING MANAGERS

Regionally based

We are one of the world's largest banks with operations in over 75 countries. Our UK presence was first established more than 120 years ago and our current expansion programme incorporates the establishment of branches in key industrial and commercial centres.

This year, having successfully established branches in Birmingham, Manchester, Bristol & Leeds, our next targets are Cambridge, Newcastle-upon-Tyne and Southampton. We are seeking applicants with a proven record of marketing success to play a major part in the development of these important and exciting new opportunities.

We require a Deputy Branch Manager, and Account Managers in each of the locations detailed above, but would be interested to hear from candidates who would consider a move to other regional centres within the next 2 years.

Ideally aged 25-35 and a graduate and/or ACIB qualified, successful candidates will have 3-5 years' banking experience, including a significant exposure to the corporate sector. They will already have shown their ability in marketing and analytical situations, and will have excellent man management and leadership skills.

In return, reflecting the importance we place on these positions, we offer an attractive remuneration package which includes a bonus plus the usual banking benefits.

Interested applicants should forward their curriculum vitae to Sue Randall, Senior Personnel Officer, CREDIT LYONNAIS, 84-94 Queen Victoria Street, London EC4P 4LX. Tel. 071-634 8000.



**CREDIT LYONNAIS**

### SPANISH SALES/TRADE

SALARY c £20,000 + BENEFITS

A well known Spanish Bank is currently seeking to strengthen its London operation and has an opportunity within its securities division for an experienced individual of 24 years or more, bilingual in Spanish and English.

The position is for an equities sales/trader with a minimum of one year's experience in the Spanish equity market. The candidate will have a good knowledge of dealing and settlement procedures in the Spanish and UK markets as well as the general registered representative qualification.

A working knowledge of other European equity markets and an understanding of trading in fixed income instruments would be an advantage. Other essential qualities include energy, enthusiasm, the ability to work well under pressure and good communication skills.

Please apply to Box A317, Financial Times,  
One Southwark Bridge, London SE1 9HL.

## INSTITUTIONAL SALES

Mabon, Nugent & Co., a diversified brokerage and investment banking firm headquartered in New York, is seeking to employ aggressive, experienced equity salespeople for its expanding London office. Selected individuals will be responsible for selling the firm's comprehensive U.S. research product to institutions in the United Kingdom and throughout Europe.

Interested parties should send qualifications to: Mr. Thomas Roeder, Mabon, Nugent International, Lloyds Chamber, 1 Portsoken Street, London E1 8DF England. Replies will be held in strictest confidence.

**Mabon, Nugent & Co.**

New York • Boston • London



## UK or EUROPEAN EQUITIES

At Home or Abroad

Several of our key clients have focused plans for their London, Paris and Frankfurt offices and now wish to strengthen or further develop certain parts of their UK or European business.

We invite approaches from high calibre country or sector analysts and salesmen with proven track records and the desire to play a successful role in building market share.

Whether you are actively looking for a move or simply wish to be kept informed of relevant situations in the future, we are pleased to advise you in confidence. Please contact William Dickens on Europa, London, EC2A 3TA. Telephone: 071-236 7307. Fax: 071-460 1130.



STEPHENS ASSOCIATES  
SEARCH & SELECTION SPECIALISTS IN SECURITIES & INVESTMENTS

## GROUP TREASURER Bournemouth Terms: Negotiable

The 14th largest UK building society, with assets of £2.3 billion, intends to strengthen its management by the appointment of an experienced treasurer.

The successful applicant will report to the chief financial officer and will assume responsibility for the development of all aspects of treasury operations.

Age is of no consequence in the appointment but candidates must have wide technical experience, preferably gained with a financial institution.

Candidates should write, enclosing a comprehensive c.v. and detailing their salary requirements, on a strictly confidential basis to:

Mr. D. Gibson, FCCA, FCT, ACIB,  
General Manager (Finance),  
Portman Building Society, Portman House,  
Richmond Hill, Bournemouth BH2 6EP.

Interviews will be conducted either in Bournemouth or London.



## Divisional Financial Controller Major Public Company

Our client is a major international public company in the importation and distribution industry, with operations in the U.K., Ireland and Northern Europe. The Group has pursued a highly successful strategy of expansion through acquisition in recent years and is highly profitable.

As part of an internal reorganisation necessary to accommodate recent and projected growth, the Group is seeking to recruit a financial controller for one of its two principal UK operating divisions. Reporting to the U.K. Financial Director, the Divisional Financial Controller will be responsible for financial planning and reporting within a major trading division as well as for the integration of the financial and accounting functions of newly-acquired entities into the Group. He or she will also have responsibility for the enhancement of financial reporting and internal controls throughout the division.

Applications for this position are now invited from qualified accountants, ideally aged 27 to 35. The position requires an individual with commercial experience, excellent analytical, communication and interpersonal skills and an ability to act on his or her own initiative. Based initially in Central London the successful candidate may be asked to relocate within the U.K. in the future. He or she will have excellent opportunities for career development with a rapidly growing Group. The remuneration package for this position will be very attractive and will not be a limiting factor for the right candidate.

Applications, enclosing a detailed Curriculum Vitae, should be sent to Jo Shannon, Senior Recruiting Officer, Arthur Andersen, 1 Surrey Street, London WC2H 2PS. Closing date for applications - 4.1.91.

**ARTHUR  
ANDERSEN**  
ARTHUR ANDERSEN & CO. S.C.

### East Midlands

A subsidiary of a diversified and successful Financial Services Group, this highly innovative asset finance and leasing company has just secured new capital backing to facilitate its exciting expansion plans for the Nineties.

To help ensure the successful implementation of the plan, they seek to appoint a dynamic and entrepreneurial Finance Director Designate to complete the senior management team based within easy commuting distance of London.

Reporting to and working closely with the Managing Director, you will be totally responsible for the Finance and Treasury function in addition to a number of other strategic tasks vital to the smooth running of the business.

## FINANCE DIRECTOR DESIGNATE

### ASSET BASED FINANCE

**c. £45,000 + Bonus + Executive Car**

A Qualified Accountant, you will have a minimum of five years' commercial experience probably gained within a leasing or financial services environment. Sound knowledge of lease accounting and experience of negotiating with and presenting to funding banks are essential. Familiarity with portfolio acquisitions and disposals and credit control procedures would also be an advantage.

Salary parameters are flexible and will fully reflect the importance attached to this appointment. Early promotion to the main Board is envisaged.

If you feel you have the necessary drive and determination to succeed in this role please contact Jonathan Cohen on 071-437 0464 (fax 071-437 0597), or write to him, enclosing a detailed CV at the address below.

**ROBERT WALTERS ASSOCIATES**

RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 071-437 0464 Fax: 071-437 0597

## FINANCIAL CONTROLLER TELECOMMUNICATIONS

North East - c. £35,000 + car + bonus

An outstanding opportunity has arisen in this subsidiary of a diverse international company, following its recent relocation to a "greenfield" site on the North East. Working closely with the Managing Director and the senior management team, you will be helping to establish this exciting, young company in a niche segment of the telecommunications market.

Initially, you will manage a team of nine people - through a qualified accountant - who carry out all of the billing, credit control and financial administration duties. We anticipate you will co-ordinate the installation of new computerised accounting and billing systems, and the production of management information and forecasts; additionally, you will play a full role in the commercial activities of the business, particularly pricing strategy, commission structures, capital expenditure appraisals and strategic planning.

**IN THE NORTH EAST  
CUMBRIA & BORDERS**

**Nigel Wright Consultancy**  
Sarje Chambers, North Street  
(off Sarje Road), Newcastle upon Tyne  
NE1 8DF. Telephone 091 223 0770  
including evenings and weekends.

Specialists in Financial Recruitment

## Major Brand Name in Consumer Products

### GROUP ACCOUNTING MANAGER

Our client has been an innovative brand leader in this area of Consumer Products for 20 years. This Group has now successfully established itself internationally and is seeking business growth and development in the area.

There is currently a requirement for the Group's Head of Finance for a Chartered Accountant who will be responsible for the day-to-day financial management of the group, for:

- consolidating all financial data and periodic accounts budgets and expected results
- development and maintenance of Group Reporting Systems
- controlling central costs and managing the accounting and budgeting for central activities (including Treasury).

If you feel that the above represents challenge which you have been seeking you should telephone KAREN D WILSON BA, ACCA on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF, enclosing a recent CV and a note of your current salary.

Berks

£28-32,000 pa

+ Car etc

**FMS**

JW/Miss 15/50

## SURREY

c. £50,000 + CAR + OPTIONS

## International Controller

The International division of an American Corporation requires an able Controller to be a key player in the successful growth of its business in Europe and Australasia. Manufacturing and selling computer peripherals, the division is targeted to earn revenues of over £70m next year.

As a senior member of the international management team, your prime task will be to take a lead in the commercial decision making and business control processes for the expansion of its markets and profit maximisation. Functionally you will be responsible for over 25 people covering both the division's central accounting & administration and the finance staff of its overseas sales and manufacturing units. Your ability to deliver efficient and effective financial control in the international arena is vital.

A qualified accountant, you are likely to be aged over 35 with several years' of senior financial management experience preferably gained within a multinational company. A good knowledge of accounting in foreign countries and a high degree of commercial and communication skills are essential.

Please send full personal and career details, including current remuneration level, in confidence to Christopher Haworth, Coopers & Lybrand Deloitte Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3JB, quoting reference CH73 on both envelope and letter.

Coopers &amp; Lybrand Deloitte Executive Resourcing

c. £50,000 package

Retailing

North East

## Finance Director

Successful listed UK retail Plc, operating under new management team, requires an experienced finance professional to enhance financial management and reporting in its Northern stores group, with current turnover of £40 million. Outstanding opportunity directly to improve profitability and performance in a thriving business and play a key role in the realisation of substantial expansion plans. Significant career opportunities.

## THE ROLE

- Provision of accurate, timely management information to improve control, decision making and working capital management.
- Upgrading accounting and MIS systems. Forging close links with senior operating management and developing the central accounting team.
- Member of subsidiary board determining future strategy to include organic and acquisitive growth.

London 071-973 0869  
Manchester 061-941 3818Selector Europe  
A Spencer Stuart CompanyPlease reply, enclosing full details to:  
Selector Europe, Ref F2191201,  
16 Connaught Place,  
London W2 3ED.

## THE QUALIFICATIONS

- Qualified accountant, 35-40 years old, with proven record of managing change in the retail or service sector. Evidence of aptitude for strategic initiatives.
- Experience in specification and implementation of accounting and MIS systems.
- Commercial and market orientated focus. Excellent manager, motivator and team player. Able communicator with a talent for influencing people.

## FINANCIAL CONTROLLER

## HEALTHCARE INFORMATICS

Shrewsbury

To £25,000  
+ Car + Benefits

Founded in 1987, this developing commercial company was established to service a perceived and real deficiency in its specialist market. It has clearly established itself as a leader in the development of patient scheduling and clinical database systems. The company is poised to reap rich rewards due to the innovative nature of its products. Potential client base is global but in the short term will remain almost exclusively UK based.

The company, funded by Biotechnology Investments Ltd, is to embark on a phase of significant expansion. Based in an attractive rural location, the position offers an exciting opportunity for an individual seeking to capitalise on their existing commercial experience.

Reporting to the Managing Director, the Financial Controller will assume responsibility for the financial management of the company. This "hands on" role will involve day-to-day control of accounting information which will include the preparation of both financial and management accounts. In addition, an element of liaison with outside investors and financial institutions can be anticipated.

Candidate requirements are clear: a qualified accountant aged to 32 with a proven track record in commerce and an ability to assume Director status in the medium term. Exposure to the healthcare or software industries would prove advantageous but not prerequisite.

Interested candidates should contact Chris Hermannsen or Jennifer Ogden on 071-629 4463 (day) or 081-749 1426 (evenings/weekends), or send an appropriate curriculum vitae to the address below, quoting reference CH359.

**HARRISON & WILLIS**  
FINANCIAL RECRUITMENT CONSULTANTS  
Cardinal House, 39-40 Albemarle St, London W1X 3FD. Tel: 071-629 4463  
LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL

## AUDIT SENIOR

London

Our client, a Big 6 accountancy firm, is looking for a suitable candidate to assume responsibility as audit senior which includes the control of a large multinational assignment.

The successful candidate will possess very strong technical skills on accounting and other matters, including a strong working knowledge of differences between UK and US GAAP. Experience and knowledge of reporting accountants' skills and investigation skills together with the ability to write high quality reports are essential.

He or she must also possess the motivational skills necessary to mould large numbers of internal staff into an efficient working unit. The candidate will be responsible for dealing directly with highly competent client staff and must be able to successfully put his/her view across.

A good degree, with first time passes at all professional examinations and experience with a Big 6 firm, is essential.

The candidate must also have had a minimum of two years' PQE and experience of dealing with major clients, especially in the marketing services sector. An exceptional level of commitment to complete tasks within extremely short time spans will be required.

In return, we can offer a competitive working environment and comparable remuneration with prospects of early promotion to manager for the right individual.

Please apply, in confidence, attaching a full Curriculum Vitae and details of three suitable references to Julia Whitfield, Barkers Human Resources Advertising, 30 Farringdon Street, London EC4A 4EA quoting Ref: 1007/JW on your envelope.

**Barkers**  
human resources  
ADVERTISING

## Treasury Manager

## Blue Chip Multinational Plc

Surrey

For a genuinely outstanding young Treasury professional, this is an opportunity to take a highly visible position with a key role in international funding issues. Salary will not be a limiting factor for the right person.

## THE COMPANY

- ◆ Well known, profitable British group. Turnover around £3 billion, over 75% outside the UK.
- ◆ Global, technology driven businesses. Particular strength in North America, Europe and Pacific.
- ◆ High quality, collegiate head office.

## THE POSITION

- ◆ Senior role, reporting to Group Treasurer with contact at main board level.
- ◆ Specific responsibility for funding issues in the Pacific Rim and Europe.

- ◆ Varied, project based role, covering group funding, capital markets issues and trade finance.
- ◆ Outstanding intellect evidenced by first class academic record and relevant financial or business qualification.
- ◆ Experience of the funding side of Treasury, gained in a large international group or possibly the City.
- ◆ Aged 28 plus. Creative, confident and ambitious.

Please write, enclosing full cv, Ref BJ5039  
NBS, Bennetts Court, 6 Bennetts Hill,  
Birmingham, B2 5ST  
021-233 4656  
(Interviews in London)

## TREASURY RECRUITMENT

LONDON • SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW

c. £50,000 package

Marketing Services

London

## Finance Director

Talented young finance professional sought to join senior management team of a well established, highly regarded marketing services company. Close involvement with the commercial management and strategic development of the business and full responsibility for its fiscal control. Unusual opportunity to influence the direction of a business in a creative, entrepreneurial environment.

## THE ROLE

- Broad remit, managing the finance function and advising the Board on a wide range of commercial issues.
- Exercising strong financial control over all business activities and reviewing MIS to optimise levels of efficiency.
- Evaluating development opportunities including joint ventures and funding.

London 071-973 0889  
Manchester 061-941 3818Selector Europe  
A Spencer Stuart CompanyPlease reply, enclosing full details to:  
Selector Europe, Ref F4181201,  
16 Connaught Place,  
London, W2 3ED.

## THE QUALIFICATIONS

- Probably early to mid 30s, ACA, with first class professional training.
- Successful track record of business control, ideally in a client led service environment.
- An enthusiast with strong team building skills and a positive, pro-active approach.

Manchester

£26,500 + car

## Chief Accountant

Our client is part of one of the country's biggest organisations. A major group of finance companies in its own right, its product range is wide, its performance to date impressive, and its development plans aggressive.

It now needs a Chief Accountant who will control a small department, report to the Financial Controller, and be responsible for the preparation against tight deadlines of the monthly management and financial accounts and the statutory accounts for the five companies concerned, together with necessary consolidations and returns. Preparation and control of accurate and computerised base data will be important.

Computer familiar, the person we seek will be a mature and well qualified Chartered Accountant who will relish the fast-changing environment. Appropriate experience will have been gained in both the profession and commerce, but previous experience in the finance industry, whilst helpful, is not vital.

This is a post for an ambitious, tactful, able performer who will readily recognise the career development opportunities the post offers.

Speed is of the essence in this appointment, and letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, 8th Floor, Peter House, St. Peter's Square, Manchester, M1 5BH, quoting reference P172.

Performance Management Limited  
MANAGEMENT CONSULTANTS

## NORTHERN ELECTRIC

## Head of Internal Audit

Our client, Northern Electric plc based in Newcastle, is one of the largest companies wholly based in the North East and has a philosophy of providing the highest quality customer service through the harnessing of individual excellence into dedicated team effort.

- Against this background and in line with exciting, demanding changes there is now a requirement to recruit an ambitious, commercially minded Internal Auditor who can share that philosophy and lead a highly talented audit department into a new era of challenge.

- Candidates, who will be qualified accountants with considerable audit experience, must have excellent team building and motivational skills allied to the capacity to establish an atmosphere of credibility and respect throughout the organisation.

- Powers of intellect and analytical thinking blended with highly developed communication skills should be coupled with a tactical assertion which allows for the achievement of prioritised objectives.

- For the person with commitment and dedication to the

pursuit of quality through the development of a cohesive, highly motivated professional team, career opportunities will open up throughout an organisation which is equally motivated to developing individual talents.

- Applicants are considered on the basis of their suitability for this position irrespective of disability, ethnic origin, sex or marital status.

- All information will be treated in the strictest confidence and initial interviews will be held in Newcastle and Manchester.

- Please send career and personal details, including current remuneration figures quoting, reference F75/8 to Paul Bailey, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AW.

**ERNST & YOUNG**

LONDON

c. £30,000 + CAR

## Senior Corporate Accountant

Following extensive restructuring, this major nationwide service organisation with a multi-billion pound turnover, is continuing its programme of substantial commercial development. This is a key role at the centre of this emerging group, ideally suited to a young chartered accountant seeking a first move from the profession.

As a member of the small group finance team, your responsibilities will include the production of monthly consolidated financial statements and statutory accounts. In addition, you will be expected to make a major contribution to the review and development of accounting policies and procedures throughout the Group.

A Chartered Accountant, probably aged around 28, your career to date is likely to have been within a 'big five' firm. You must be fully conversant with

the consolidation and reporting requirements of major plc's and possess sound expertise in the use of PC spreadsheets. To ensure success in this role candidates should demonstrate a flexible approach and the ability to work within a small, highly committed central team. This is a high profile role and therefore future career prospects within the Group are excellent.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference AS774 on both envelope and letter.

Coopers & Lybrand Executive Resourcing  
Deloitte

## Tradition Luxembourg

requires a Correspondent Link Broker with a minimum of two years experience in the Currency Deposit and off balance sheet market.

Please apply in writing with CV to:

Bernd Bachhausen  
Branch Manager  
Tradition SA  
Sucursale de Luxembourg  
3 Rue des Capucins  
1313 Luxembourg  
Tel: 46 04 11

### UNADVERTISED VACANCIES? MAKING A CAREER MOVE?

Do you know how? We do! We also know that most senior positions are not advertised.  
Our expertise can help you find them and solve your job search problem.

All unemployed clients are automatically registered for consultancy or interim management assignments. ■ Top UK executive recruitment services.

All financial services for EXPATS.

Call your nearest office for a meeting without cost.

22 Suffolk Row, London WC1R 1AG Tel: 071-734 3029 Fax: 071-734 2820

22 Suffolk Street, Birmingham B1 5LT Tel: 021-643 2524 Fax: 021-643 4222

Connacht Mainland

## Assistant to the Financial Controller

City to £30,000 + benefits

This is an exceptional opportunity to join a major investment institution whose growing business requires the recruitment of an additional Chartered Accountant.

The successful candidate will be expected to take responsibility for the financial integrity of the accounting records, preparation of monthly accounts, performance analysis and budgets.

We are seeking a flexible person, preferably a graduate, who is familiar with PC based accounting packages and is capable of taking on considerable responsibility.

Experience of investment accounting an advantage.

If you feel that you can match this challenge, please send your career details to Marilyn Davidson at the following address: Broadway Chambers, 14-26 Hammersmith Broadway, London W6 7AF

Independent Recruiters  
081-741 9595

### DONCASTER ROYAL INFIRMARY/MONTAGU HOSPITAL TRUST DIRECTOR OF FINANCE

Doncaster Royal Infirmary and Montagu Hospital have received approval from the Secretary of State for Health to form an NHS Hospital Trust which will commence trading on the 1st April 1991.

The two hospitals currently provide services for 40,000 in-patients and over 100,000 out-patients per year. The Trust will employ in excess of 3,000 staff to provide the full range of acute health services from up-to-date and modernised premises in Doncaster and Mexborough and is currently one of the most cost effective NHS Hospitals in the UK. Turnover for the Trust is projected as £54 million for the year to March 1992.

In addition to its role as health care provider the Trust provides clinical and operational support services to other health care organisations within the Doncaster area.

The Trust is now seeking to strengthen its management team through the appointment of a Director of Finance. Reporting to the Chief Executive he or she will have executive responsibility for all aspects of financial management in the new hospital group and will play a key role in the business development.

We are seeking an individual who is a well qualified professional accountant and has the necessary drive and initiative to lead the Finance function. We are seeking someone with a proven track record in a senior position in either the public or private sector.

Remuneration is negotiable circa £40,000 per annum plus a lease car.

Informal enquires welcomed by Chris Bryant, Chairman (tel: 0302 321 621) or David Nicholson, Chief Executive Designate (tel: 0302 366666, ext. 601).

Information package available from Personnel Department, tel: 0302 366666, ext. 673.

To apply please write with full CV to Joe Bayford, Director of Personnel Services, Doncaster Royal Infirmary, Annesliffe Road, Doncaster DN2 8LY. Closing date for applications 7th January 1991.

## SENIOR SYSTEMS CONSULTANTS

London

£35,000

(negotiable) + Car  
+ Exceptional Benefits



ACCOUNTANT  
part/qual., expd. up to F/A,  
ideally with re-ins. exp. and  
kn. of French. Salary to  
18,000 + exc. benefits, incl.  
profit-share. Contact:  
Bea, Ecco Multilingual  
071 287 9617

Appointments  
Advertising  
appears every

Wednesday,  
Thursday  
and Friday  
(International Edition  
only)

For further information

please call:

Jennifer Hudson  
071-873 3607

Richard Jones  
071-873 3460

Denise Morris  
071-873 3199

This independent management consultancy has since its inception six years ago, established a reputation second to none for the quality and professionalism of its work. Their prestigious blue chip client base has benefited from their strategic and operational input.

The growth record of the group has been truly outstanding. Turnover has increased in excess of 900% over this period whilst profit before tax has increased 562%. The company faces the future with confidence. So much so that a new office has been established in response to demands from new and existing clients.

This project driven role will be varied and challenging. Responsibilities will be all encompassing and will include initiating, implementing and reviewing sophisticated accounting systems. Close client contact is actively encouraged after systems have been installed.

Candidates will be qualified accountants with familiarity of existing IBM hardware specifically AS400's. Personal attributes will include strong communication skills, the ability to grasp client requirements together with proven leadership and delegation skills. Clearly the successful individuals will need to work autonomously and to tight deadlines.

Candidates should contact Jonathan Jones or Jon Vank on 071-629 4463 (evenings/weekends 081-464 0927) quoting reference JJ293.

**HARRISON WILLIS**  
FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463

LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL

## GROUP ACCOUNTANT

West London To £35k + Car + Benefits

Halcrow is a major group of international Civil Engineering Consultants with an enviable record of growth and participation in prestigious projects around the world.

As a result of internal promotion, we now wish to appoint a Group Accountant to manage and supervise a central finance department of 12 and assume responsibility for the:

- Preparation of statutory accounts and consolidated group accounts.
- Preparation of quarterly management accounts and reports.
- Assisting the Group Financial Controller at year end and in budget/target setting and review.
- Treasury management, FX, cash-flow forecasting and banking arrangements.

Routine enough you might say, but the real challenge of it is appointment lies in the opportunity it affords to apply

your experience in enhancing and improving existing reporting systems and financial controls.

You will need to be a qualified Accountant, familiar with micro computer and spreadsheet packages and with previous experience of motivating and managing others.

Career prospects are excellent and supported by a salary and benefits package that you would expect from a highly successful international company. Additionally you will benefit from a commitment to individual professional development through our Group Training Programme which provides management training via in-house and external courses to advance your career.

Please write with full CV to Peter Jackson, St William Halcrow &

Partners Limited, Vineyard House,

44 Brook Green, Hammersmith, London W6 7BY.

HALCROW

John M. S. D.